

# EVALUATION OF ENTREPRENEURSHIP DEVELOPMENT TRAINING PROGRAM OF BANGLADESH SMALL & COTTAGE INDUSTRIES CORPORATION: A STUDY ON 3- DAYS LONG WORKSHOP ON ENTREPRENEURIAL DEVELOPMENT ARRANGED BY BSCIC, SYLHET DISTRICT

*Abu Syeed Muhammed Abdullah,*

Senior Lecturer,  
Department of Business Administration,  
Sylhet International University,  
Sylhet, Bangladesh.

*Abdul Latif,*

Associate Professor,  
Department of Business Administration,  
Sylhet International University,  
Sylhet, Bangladesh.

## ABSTRACT

*For the success of the economy of a country in the long run, new entrepreneurial development throughout the country is essential. Not only should the development of existing entrepreneurship but also emerging potential in that sector be patronized. The country itself can take initiatives required to the development of entrepreneurial environment to evolve the salient talent prevailing throughout the country. The development of such kind may undergo through different training and development programs for new comer as well as existing entrepreneur in that filed, nourishing the existing entrepreneur, and supporting the arena by means of fulfilling all the essential requirements. This study mainly focuses on the effectiveness of a training program developed with a view to bringing some potential talent into the entrepreneurial arena which was arranged by BSCIC, Sylhet district. This study tries to discover that after the offering of training program, whether the potential entrepreneurs have been motivated or not. The total number of participants in the training program was 152 among which randomly selected 37 participants filled up the questionnaire and the data found from the filled up questionnaire reveals the most important components required for the evaluation of the effectiveness. The study also browsed over the study materials and evaluated the content discussed and taught in the training program. For a meaningful evaluation, the study also measures the quality of the resource persons delivered their valuable speech in that connection. Overall, the study finally gives a real outlook of the effectiveness of the training program*

**Keywords:** *Entrepreneurship, Training Program, Effectiveness, BSCIC, Evaluation.*

### Introduction:

A well-known behavioral scientist David McClelland at Harvard University found that 'achievement motivation' (McClelland, David C. 1961) is needed to motivate people to work hard. The reason behind work hard by people is found in one of his renowned five-year experimental study known as 'Kakinada Experiment' in one of the prosperous district of Andhra Pradesh in India in collaboration with Small

Industries Extension and Training Institute (SIET), Hyderabad. In fact, it was the Kakinada Experiment that gave idea regarding the need for and importance of the entrepreneurial training to develop new entrepreneurship throughout the country. Basically, entrepreneurship quality can grow among people through motivation or need for achievement i.e. the development and strengthen the entrepreneurial quality, providing ideas of environmental setup related

to small scale industry as well as small business, providing the understanding of the process and procedures mandatory to set up a new business, providing ideas regarding financing i.e. the available sources and support help for starting a small-scale industry, giving insights of managerial skills required to run a business including increasing the other essential entrepreneurial skills. It is also meaningful to aware people with compliance with law, to develop them with the passion for integrity and honesty. An entrepreneurial training program should also give some focus on that area. The following table gives the snapshot regarding the frequency of different training arrangement and number of participants in each arrangement.

**Table 1: No. of Participants in different training session arranged by BSCIC**

Year	2009-10	2010-11	2011-12	2012-13
Frequency	3	3	2	2
No. of participants	150	145	138	152

*Source:* Filed level survey of BSCIC authority.

**Literature Review:**

Education on entrepreneurship builds up positive aptitude of prospective persons towards entrepreneurship. It converts the job seeking attitudes of educated unemployed persons to entrepreneurship. Training has more specific purposes. It facilitates the psychological makeup of intended entrepreneurs; help them to acquire appropriate skill and relevant knowledge to be an entrepreneur. Though Bangladesh could not reach the expected goal of industrialization after 43 years of independence due to the lack of entrepreneurial attitudes and spirits among its citizens, its efforts towards the entrepreneurial education and training is seem very insignificant. Institute of Business Administration (IBA) introduced a course on entrepreneurship in 1970. Currently in SSC, HSC, generally graduation levels in BBA and MBA program under the academic curriculum of National and other Public & Private universities, there are courses on entrepreneurship.

Chowdhury (2000) observed that the firstly introduced training program on entrepreneurship was held in 1979-80 with 60% successful rate. He also observed that the entrepreneurs created 5 employments on an average. BMDC conducted short course on entrepreneurial training in 1985. The other important firms including various NGOs also conduct training program on entrepreneurship. Small and Cottage Industries Training Institute (SCITI) is providing the services under BSCIC. The DYD, SEDF, DCCI, CCCI, various NGOs, Grameen Bank and Privately owned MIDAS regularly conduct the training

programs. MIDAS has started the training program on entrepreneurship development in 1982.

Rezia (1992) observed that the training program arranged by different organizations includes the common topics as motivation of entrepreneurs, management techniques to run the organization, feasibility study of the project and ways to start and organize the business etc. About the participating persons, Rezia (2000) observed 60% of the participants are women. To study the effectiveness, she also observed (1996) that 90% of the participants have the intentions to be an entrepreneur, of them 28% managed to start their own business though most of them failed for lack of sufficient fund.

The efforts to educate and train the prospective entrepreneurs are seem to be very insignificant for a country with about 16 crore population. Handful organizations are involved in providing the training of prospective entrepreneurs and the result is not satisfactory due to the lack of co-operation from the supporting organizations. The research on training program of entrepreneurs is also very insignificant. Important studies are available from Mohiuddin (1998), Saleh (1996) and Rezia (1996). Besides, some guidelines from policy research working paper of World Bank (McKenzie, David. et.al. 2012) provide valuable suggestions for the women entrepreneurship training programs. In addition, valuable studies from Botha, M et.al (2006), Koopman, Jeanne Ph.D. (1996), de Mel, Suresh et.al. (2012) containing the effects of training program on entrepreneurship can give new insight to the respective authority responsible for the growth of entrepreneurship in Bangladesh.

BSCIC, the only guardians of small and cottage industrial sector since 1957, is trying to motivate the entrepreneurs in various ways; mainly by establishing industrial estates in different districts, providing loans to prospective entrepreneurs, identifying and developing prospective entrepreneurs. In the years 2011-12, BSCIC identified 4,060 prospective entrepreneurs for small industry and trained 9747 persons for managerial and efficiency development (MIS 2012). In this program, BSCIC arranged 3-day long training program for prospective entrepreneurs in every district. The BSCIC authority of every district has to arrange this type of training program two or three times a year to meet the given target of participants. The authority of Sylhet district has to meet the target of 130 persons per year. Accordingly they arrange such training two or three times to train the targeted number of prospective entrepreneurs. The researchers have to study the effectiveness of the training programs regarding the arrangement, conducting and feedback in the view of motivating the entrepreneurs.

**Objective:**

The main objective is to evaluate the effectiveness of the 3 day long entrepreneurial training program arranged by BSCIC in Sylhet districts annually. The other objectives are:

1. To evaluate the contents of training program in the objective of effectively motivating the prospective entrepreneurs.
2. To evaluate the method of informing the prospective entrepreneurs about the training program.
3. To evaluate the background of participants.
4. To evaluate the conducts of such training program regarding the resource persons, logistic supports in order to achieve effectiveness.
5. To evaluate the feedback of the trained persons in the way of being entrepreneurs.
6. To evaluate the result of such training in the organizing of business by such trained persons.

**Methodology:**

The research methodology was designed in collecting the information from the trained persons, the executives of such training program and the feelings entrepreneurs who have not taken such training and analyze the information by using simple statistical tools such as ratio, percentage to depict the effectiveness and make some recommendations from the analysis of the researchers. Accordingly, the researchers planned to collect information through separate well designed questionnaire with bounded and unbounded questions from all the participants and non-participating entrepreneurs and executive of BSCIC. But it was possible to collect information from 50 of trained persons and 10 non trained entrepreneurs and three BSCIC executives. The feedback of only 37 randomly selected participants was collected. The collected data were tabulated in purposive way and analyzed through the use of descriptive statistics which has been presented in the paper through percentage and ratios and some recommendations to make the program more effective were made.

**Theoretical Framework:**

Evaluation of the effectiveness of any training program mainly depends on Desired Training Content, Learning Principles, Appropriateness of the facilities, Trainee preferences and capabilities, Trainer preferences and capabilities (Jr. William B. Werther Ph.D. et.al 1996). Ideally, training and development are more effective when the training methods match the learning styles of the participants. Unfortunately, it is not possible to observe the learning instead it is measured through evaluation. This study tries to measure as well as evaluate the training program based on these criteria.

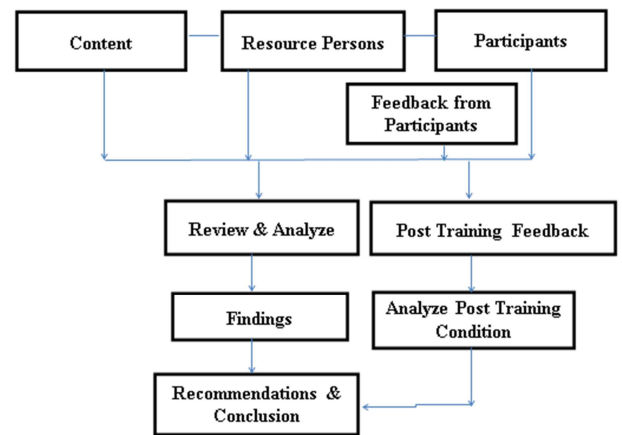
However, besides the set criteria, to measure the post training improvement, the study also utilizes the four levels of Kirkpatrick's evaluation model. Actually,

Donald L Kirkpatrick, the former president of the American Society for Training and Development (ASTD) in 1975, has developed a four-level model (Kirkpatrick, Donald L. 1994), considered an industry standard across the HR and training communities, is now arguably the most widely used and popular model for the evaluation of training and learning. The four levels of Kirkpatrick's evaluation model essentially measure:

- **Reaction of Student:** What they thought and felt about training.
- **Learning:** The resulting increase in knowledge or capability.
- **Behavior:** The extent of behavior and capability improvement and implementation or application
- **Reaction:** The resulting increase in knowledge or capability.

**Research Design:**

Based on the theoretical frame work, the evaluation of the training program mainly entails the following in-depth analysis:



**Figure 1: Research Design**

**Discussion:**

Suitable training can provide the necessary motivation to the entrepreneurs (McClelland David C. & Winter, D.G. 1969). It goes without saying that the ultimate success of any training program effectively depends on contents of the training program, conducting method of training, the background of the participants and finally the feedback the participants provide they learn from the training program. The study hereby searches the availability and extent of the sphere of those essential elements utilized in this training program.

**Contents:**

Contents of New Module prepared by BSCIC, Head office, Dhaka included the following:

- i. Project Feasibility study
- ii. Govt. policy towards SME, income tax and VAT policy
- iii. Applying for Bank Loan and availability of loan
- iv. Supply of machineries and raw materials
- v. Bookkeeping and maintaining accounts,

- vi. Inventory management
- vii. Packaging
- viii. Industrial visit

Viability of a particular business in view of marketing, technical, financial and social perspective is very much crucial for the long-run success. Feasibility study focuses those inherent facts. This training program has focused on this area in order to provide valuable guidelines required for the feasibility study of a business. A potential entrepreneur must know the procedures and support system for starting a new venture. Besides, support available from different institutions and agencies which may accelerate their attempts should also be visible to them. In that case, the content containing Govt. policy towards SME, income tax and VAT policy, financing guidelines such as loan related sources and the requirements for availing those facilities has provided ideas of that support system. No doubt that sufficient skill of managerial know-how both in case of large and small scale business enables entrepreneurs to handle successfully the different functional areas such as finance, production, and marketing. This training content has offered such ideas concerning supply of machineries and raw materials, bookkeeping and maintaining accounts, inventory management and packaging. Getting learning practically, watching the behavior of rising entrepreneurs, knowing their thoughts, perceptions can help a lot to a prospective entrepreneur. Industrial visit under the training program arranged by the authority has obviously been more effective for the participants. To some extent, these types of discussion have been beneficial for the participants. However, the content failed to add some important aspects such as history of some successful entrepreneurs that are needed for new potential entrepreneur to increase their achievement motivation level, discussion of new business ideas that might be influential for the new potential leaders etc.

**Methods of Training:**

As the study discovers that participants were from different educational as well as family background, the proper method exclusive only for all classes of people is so crucial. Providing lecture, uses of audio-visual presentation, face to face answering session and finally practically visit of different industrial units of BSCIC in Sylhet has given good knowledge to the participants. Besides, to achieve the utmost zeal of creating new entrepreneurs, first focus in selecting method should be given on resource persons who actually deliver speech to the participants. Based on the content, different experts from the BSCIC officials, bankers and experts facilitated the training program.

**Background of the participants:**

Among 152 participants, almost all were from a particular ethnic society named as “Manipuri

Society.” Different ages, educational level, family background etc. represent the participants. In that case, the participants from different groups of people in the society would have been more meaningful. The following tables represent the background of participants from different view-point such as family occupation, educational level, age structure etc.

**Table 1: Statistics**

		Age	Education level	Group from	Current Occupation	Family Occupation	Family Income Level
N	Valid	36	36	24	33	35	31
	Missing	1	1	13	4	2	6

Source: Questionnaire provided to the participants.

**Table 2: Age Structure of Participants**

		Freq.	%	Valid %	Cumulative %
Valid	0 - 20 Years	1	2.7	2.8	2.8
	21 - 30 Years	10	27.0	27.8	30.6
	31 - 40 Years	12	32.4	33.3	63.9
	40 Above	13	35.1	36.1	100.0
	<b>Total</b>	<b>36</b>	<b>97.3</b>	<b>100.0</b>	
Missing	System	1	2.7		
	<b>Total</b>	<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

**Table 3: Education Level**

		Freq	%	Valid %	Cumulative %
Valid	Below SSC or SSC	30	81.1	83.3	83.3
	HSC	4	10.8	11.1	94.4
	Degrees	2	5.4	5.6	100.0
	<b>Total</b>	<b>36</b>	<b>97.3</b>	<b>100.0</b>	
Missing	System	1	2.7		
	<b>Total</b>	<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

**Table 4: Group From**

		Frequency	%	Valid %	Cumulative %
Valid	0	2	5.4	8.3	8.3
	Science	2	5.4	8.3	16.7
	Humanities	12	32.4	50.0	66.7
	Business	7	18.9	29.2	95.8
	Polytechnic	1	2.7	4.2	100.0
	<b>Total</b>	<b>24</b>	<b>64.9</b>	<b>100.0</b>	
Missing	System	13	35.1		
	<b>Total</b>	<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

**Table 5: Current Occupation**

		Freq.	%	Valid %	Cumulative %
Valid	Student	4	10.8	12.1	12.1
	Unemployed	6	16.2	18.2	30.3
	Business	6	16.2	18.2	48.5
	Industrialist	15	40.5	45.5	93.9
	Labor	1	2.7	3.0	97.0
	Job Holder	1	2.7	3.0	100.0
	<b>Total</b>	<b>33</b>	<b>89.2</b>	<b>100.0</b>	
Missing	System	4	10.8		
<b>Total</b>		<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

**Table 6: Family Occupation**

		Freq.	%	Valid %	Cumulative %
Valid	Business	14	37.8	40.0	40.0
	Industrialist	14	37.8	40.0	80.0
	Labor	1	2.7	2.9	82.9
	Job Holder	6	16.2	17.1	100.0
	<b>Total</b>	<b>35</b>	<b>94.6</b>	<b>100.0</b>	
	Missing	System	2	5.4	
<b>Total</b>		<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

**Table 7: Family Income Level**

		Freq.	%	Valid %	Cumulative %
Valid	Lower Income	1	2.7	3.2	3.2
	Middle Income	29	78.4	93.5	96.8
	Higher Income	1	2.7	3.2	100.0
	<b>Total</b>	<b>31</b>	<b>83.8</b>	<b>100.0</b>	
Missing	System	6	16.2		
<b>Total</b>		<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

In the table 2, it is found that 36.1% of 97.3% respondents are from above 40 age group and 33.3% of 97.3% respondents are from 31-40 year age group. These age groups are normally statistically proven groups of prospective entrepreneurs. Table 3 represents 83.3% of 97.3% respondent are from below SSC or SSC level. This below educational level will normally persuade people to concentrate in entrepreneurial arena. 50% from business background and 29.2% from business background of 64.9% respondents' participations in this training program depicted in table 4 necessarily patronize the effectiveness of the training initiative. 45.5% of 89.2% respondents are currently involved with small-scale industrial production found in table 5. At the same

time, surprising results come from table 6 which tells that 80% of 94.6% respondents come from business family as well as industrialist background. In table 7, it is found that 93.5% of 83.8% respondents come from middle income level family. So, it can be said that if the participants can be utilized fruitfully through proper mechanism, the training program will bring effective results.

**Data Analyses from Feedback: Training Information:**

The following table outlays about how the participants got informed about the training program. Through SPSS the following results with the descriptive statistics were obtained:

**Table 8: Sources of Information regarding Training**

		Freq.	%	Valid %	Cumulative %
Valid	Reading Newspaper	3	8.1	8.8	8.8
	Friends	7	18.9	20.6	29.4
	Through BSCIC	24	64.9	70.6	100.0
	<b>Total</b>	<b>34</b>	<b>91.9</b>	<b>100.0</b>	
Missing	System	3	8.1		
<b>Total</b>		<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants.

**Reason for coming to the training:**

Different objectives brought the participants to this entrepreneurship training development program. Participants portrayed different reasons including to become the successful entrepreneurs also.

**Table 9: Reason for Coming to the Training**

		Freq.	%	Valid %	Cumulative %
Valid	To know about entrepreneur	7	18.9	21.9	21.9
	To Prepare himself as entrepreneur	21	56.8	65.6	87.5
	To achieve of all benefits for getting loan for entrepreneurship	3	8.1	9.4	96.9
	Other Reason	1	2.7	3.1	100.0
	<b>Total</b>	<b>32</b>	<b>86.5</b>	<b>100.0</b>	
Missing	System	5	13.5		
<b>Total</b>		<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants

**Reason for wishing to be an entrepreneur:**

To measure the level of achievement motivation, basically mandatory for becoming the successful entrepreneur, respondents view point concerning that why they have wished to become an entrepreneur was asked through questionnaire. Surprisingly, need for achievement was profoundly found among the participants that are tabulated below:

**Table 10: Why Participants wish to Become Entrepreneur**

		Freq.	%	Valid %	Cumulative %
Valid	To become successful in life	30	81.1	88.2	88.2
	Unemployment Problem	1	2.7	2.9	91.2
	To meet the expectations of family members	3	8.1	8.8	100.0
	<b>Total</b>	<b>34</b>	<b>91.9</b>	<b>100.0</b>	
Missing	System	3	8.1		
	<b>Total</b>	<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants

**Content measure for evaluation of the training program:**

Almost all the writings for the evaluation process of any training program greatly emphasizes on desired program content. Any contents should be shaped by assessing the need of the training as well be based on learning objectives. The contents must fulfill the needs of the participants. The participants in this training program have different needs as presented in the table through descriptive statistics:

**Table 11: Content Measurement**

		Freq.	%	Valid %	Cumulative %
Valid	Feasibility Study	5	13.5	14.7	14.7
	Collection of Machineries and Raw Materials	3	8.1	8.8	23.5
	Procedures of starting a new business	17	45.9	50.0	73.5
	Financing	6	16.2	17.6	91.2
	Book-keeping, Inventory Control, Packeign	3	8.1	8.8	100.0
	<b>Total</b>	<b>34</b>	<b>91.9</b>	<b>100.0</b>	
Missing	System	3	8.1		
	<b>Total</b>	<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants

**Measurement of Training Success:**

An evaluation from the participants is taken to analyze the effectiveness of the training for a more meaningful result. By dividing success range into four parts such as 0-25%, 25-50%, 50-75%, 75-100%, the view points of the randomly selected participants are taken. The resulting statistics found through descriptive analysis are as follows:

**Table 12: Measurement of Training Success**

		Freq.	%	Valid %	Cumulative %
Valid	0-25%	1	2.7	3.0	3.0
	25-50%	15	40.5	45.5	48.5
	50-75%	14	37.8	42.4	90.9
	75-100%	3	8.1	9.1	100.0
	<b>Total</b>	<b>33</b>	<b>89.2</b>	<b>100.0</b>	
Missing	System	4	10.8		

Total	37	100.0		
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Source: Questionnaire provided to the participants  
**Requirements according to participants:**

As previously mentioned the participants need must be prioritized in any training program for the ultimate success of any training. The session excluded some important contents but participants expected to gain those sessions in the training program. Undoubtedly, the inclusion of such contents would better fulfill the training objectives. Here are the demanded contents presented in the following table through the use of descriptive statistics:

**Table 13: Requirements of Participants**

		Freq.	%	Valid %	Cumulative %
Valid	Life History of Successful Entrepreneur	21	56.8	61.8	61.8
	Area based potential projects	1	2.7	2.9	64.7
	Discussion of new ideas	12	32.4	35.3	100.0
	<b>Total</b>	<b>34</b>	<b>91.9</b>	<b>100.0</b>	
Missing	System	3	8.1		
	<b>Total</b>	<b>37</b>	<b>100.0</b>		

Source: Questionnaire provided to the participants

**Findings:**

The new module prepared by The BSCIC authority includes i. Project feasibility study ii. Informing the Govt. policy towards SME, income tax and VAT Policy iii. Applying for Bank Loan and availability of bank loan iv. Supply of machinery and raw materials v. Bookkeeping and maintaining accounts vi. Inventory management vii. Packaging and viii. Industrial Visits. Knowledge regarding all these matters to start as well as run a business is very much important. 50% of the 91.9% respondents (*Table 11: Analysis Part*) remarked that the procedures of starting a new business as the most essential part for them in training. So, it can be said that, the new module of the training program has been able to serve the purpose of the participants to some extent.

The concerned authority has been able to incorporate the valuable experts from different knowledge arena in the training. Valuable guidelines, speech and their knowledge have been very much effective for the participants. From the table 9, it is found that among 86.5 % of respondents from the answering of questionnaire 65.6 % tells they have participated to prepare themselves for becoming an entrepreneur. Besides, 9.4% of the respondents think the training program as an opportunity for entrepreneurial loan, and 21.9% as entrepreneurial knowledge gathering opportunity from the experts. Undoubtedly, the training arrangement through its valuable contents and expert suggestion provided them key guidelines at least to some extent.

The very fast section of this paper described about achievement motivation mandatory for creating new

entrepreneurs. In table 10 given in analysis part discovers that 88.2 % of 91.9% respondents attended into the training program for nothing but to be the successful in their life. In that regard, it is worth mentioning that they do believe that this training program can help them to reach to the peak of ultimate success.

Industrial visit in different units of industries in Khadimnagar helped participants to observe the behavior as well as the success of different entrepreneurs practically. The organizational set up in different industrial units has increased their mindset. The following tables shows the actual scenario of the effects of training after few days of the training program:

**Table 14: Post Training Assessment of Participants**

Contacted for counseling	60% of participants
Take preparations to be entrepreneur	30% of contacted for counseling
Become Entrepreneurs	60% of taking preparation
Establish enterprise in own finance	20% of entrepreneurs
Applied for project Loan	80% of entrepreneurs
Sanctioned from project loan application	5% of applicants
Applied for WC	95% of entrepreneurs
Sanctioned	50% of applicants

**Source:** Filed level survey of concerned authority.

It can easily be predicted that how well the participants have been influenced from the training. In addition, 20% of participants themselves have started new business utilizing their own finance. It can be concluded that the training program has made it possible to bring this people into the entrepreneurial arena.

Training feedback regarding the training success is also somewhat meaningful in spite of the various bottlenecks. From table 12 of the analysis part it is found that 45.5 % of 89.2 % respondents think training session is 25-50% successful. On the other hand 42.4 % of 89.2% respondents believe that the success of the training is within 50-75% range. Only a narrow percentage of respondents i.e. 3% of 89.2% want to see the training program's success within 0-25%. However, a fewer level of respondents i.e. 9.1% of 89.2% that should not be viewed narrowly gives point of 75-100% of success of the training program. In essence, as far as training success is concerned, it can be said that the training program has been effective for the potential entrepreneurs.

**Limitations:**

The training program arranged by BSCIC has only 3-day long duration. It becomes harder for the experts to cover all the required discussion. Even in India, Entrepreneurship Development Program (EDP) (Khanka, S.S. 2004), a massive program of entrepreneurship development started in 1971, is

usually conducted for six weeks duration. In that case, the training itself faces time duration problem. In addition, in case of evaluating the success of any training program, various limitations prevail in subjective measurement (McMullan, Ed. et.al 2001). However, the following limitations are also addressed through the in-depth review of the analysis:

**Lacks in selection of target populations:**

The training provider did serious mistakes in selecting target population. Just only 152 participants joined into the training program from only one ethnic society in Sylhet. For better results in creating new entrepreneurs participants from different society even from different areas could facilitate the ultimate goal of creating new entrepreneurs of Bangladesh Small and Cottage Industries.

**Lack of publicity:**

There is no doubt that if people are properly informed regarding such types of training program, then the long-term objectives of this types of training module are bound not to reach its standard. Opinion (Table:8) from the participants tells that only 8.8% of 91.9% of respondents got informed regarding the training program through newspaper whereas 20.6% from their friends and 70.6% were able to know through BSCIC. This statistics says that publicity through modern media and proper announcement locally are absent towards the greatest extent. Only BSCIC authority invited to those people convenient to them without providing proper effort that they should have been initiated.

**Inclusions of successful entrepreneurs:**

The authority did not include some successful entrepreneurs as resource persons in the training program. Inclusion of successful entrepreneurs could motivate the participants more and help share their ideas, views, entrepreneurial history from the part of their life. Table 13 tells that 61.8% of 91.9% respondents claimed that life history of successful entrepreneur should have been included in the content of training session.

**Discussion of new ideas:**

Idea generation can play the vital role for any types of business initiatives. New prospective entrepreneurs are not out of the necessity of this boundary. The training program seriously lacks in discussing the new potential ideas of business. For example, 35.3% of 91.9% respondents according to table 13 gave opinion that discussion of new ideas was needed to be included in the training session.

**Lack of practical approaches:**

The training program's teaching procedure basically was theoretically in nature. Among different practical

approaches (Jr. William B. Werther. et.al. 1996) such as Job instruction training, Job Rotation, Apprenticeships and Coaching, Lecture and Video Presentations, Vestibule Training, Role Playing and Behavior Modeling, Simulation, Self-study and Programmed Learning, Laboratory Training, and Action Learning, the training program could utilize some of the relevant approaches. Role playing and Behavior Modeling, Case Study of successful entrepreneurs etc. provides better results in such types of training.

**Lack of equipment supports:**

Modern training sessions are gaining popularity for the use of modern equipment ranging from audio-visual presentation to video presentation with the help of additional spare equipment required to deliver smooth as well as un-disrupting speech for the trainee. This training program faced lacking of such facilities.

**Attractive venue:**

To make meaningful organization of materials and feedback possible, the necessity of attractive venue cannot be ignored. In case of Vestibule Training i.e. to keep instruction from disrupting normal operations, such types of arrangements are mandatory which allows transference, repetition and participation. The training program under discussion did not pay much more attention to this criterion.

**Lack of guidelines regarding future development:**

The training module did not include any guidelines for the future regarding contact, information, further training requirements, attachment with BSCIC for any query and help etc. that might be desirable for any of the potential entrepreneurs among the participants. However, some data of entrepreneurs who previously gained the training from BSCIC, Sylhet district clearly gives the ideas in table 15 regarding the lack of such guidelines required for the future development:

**Table 15: Condition of Entrepreneurs**

Running smoothly	40% for 3 successive years
Facing trouble	60% of entrepreneurs
Closed	60% of troubled entrepreneurs

*Source:* Filed level survey of concerned authority.

**Recommendations:**

For the advancement of such types of training module should concentrate on the following aspects:

- i. The training program should include the participants from all walks of life i.e. from different groups of people to create a more meaningful entrepreneurial platform. With a view to ensuring the lively and enthusiastic participations, proper activities regarding publicity should be determined. Rigorous advertisements in local daily newspaper, local other media should be properly utilized to inform people hoping to be an entrepreneur.

- ii. Training contents should focus on the different requirements needed to be a successful entrepreneur. Next phases of training must include the session articulating life history of successful entrepreneurs. The presence of such successful entrepreneurs locally and nationally even internationally will pursue the appetite of trainees towards the way of becoming entrepreneur. Session for discussing new business ideas can also pick up new talent in the entrepreneurial arena.
- iii. Adopting modern training approaches can lead to better enrich the trainees’ knowledge. Role Playing and Behavior Modeling, focusing actually on forces through which trainees assume different identities, widely used to change attitudes can be adopted for increasing achievement motivation. Moreover, Vestibule Training for better participation including effective video presentation addressing the life pattern of successful entrepreneurs, the ongoing operations of different businesses can enrich the mindset of participants.
- iv. A group of unit from BSCIC should periodically provide counseling repeatedly to keep the trained participants in track. Detailed guidelines describing further counseling details, one stop services for entrepreneurs facing troubles in running the operations must help entrepreneurs overcome the impediment they face ranging from technical problems to financial problems. This initiative will eventually eliminate the shut-down problems.
- v. Trainers’ motivation should also be up-to the standard. But in some cases it is not wondering that the motivation level of the trainers’ are not taken under consideration which is very crucial for hastening the motivation level of trainees to start their own enterprise. BSCIC can give some attention in this regard. In addition to this, to reduce the antithetic attitude of the supporting agencies like banks and financial institutions, the BSCIC authority can arrange sessions to make those bodies understand regarding the profitability and bright future of small and cottage industries. These types of arrangement will be only beneficial if prospective participants and those supporting agencies together can be gathered through meetings with the collaboration of BSCIC.
- vi. Last but not least, the extension of the duration of training session by BSCIC can help participants to acquire more learning for their success.

**Conclusion:**

Having analyzed the training program out and out, the study exposed the training session’s effectiveness on the participants through providing analysis and findings. The study has shown that the most important part i.e. contents had been designed effectively in spite of a few inadequacy regarding the demanding discussion of new business ideas, inclusion of life history of some successful entrepreneurs. The training



program successfully provided information concerning different procedures desirable for start-up a new enterprise, financing procedures, financing sources, book-keeping, inventory management etc. which must be the indispensable knowledge for a new entrepreneur. Resource persons such as outside experts and bankers along with BSCIC personnel have made the training program more exclusive. Feedback of participants helped to quantify the effectiveness more evocatively. Eventually the comments by a large share of respondents about the success of training program as 50-75% and even 75-100% by 9.1% of respondents clearly tells that the training program has been effective. However, the training program arranged by BSCIC undergo by some deficiencies. The proper considerations that need to be addressed for overcoming these deficiencies have also been articulated through recommendations. Finally, it can be said that through the revision of module time to time as well as incorporation of new contents to cope up with the changing business arena, the attachment of high quality experts from entrepreneurial background, the continuous counseling and feedback, BSCIC-Sylhet can extend their contribution by fashioning the potential entrepreneurs to the development of the economy of Bangladesh a lot.

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