



United Nations
Industrial Development Organization

UNIDO



United Nations International Research
and Training Institute
for the Advancement of Women
(INSTRAW)

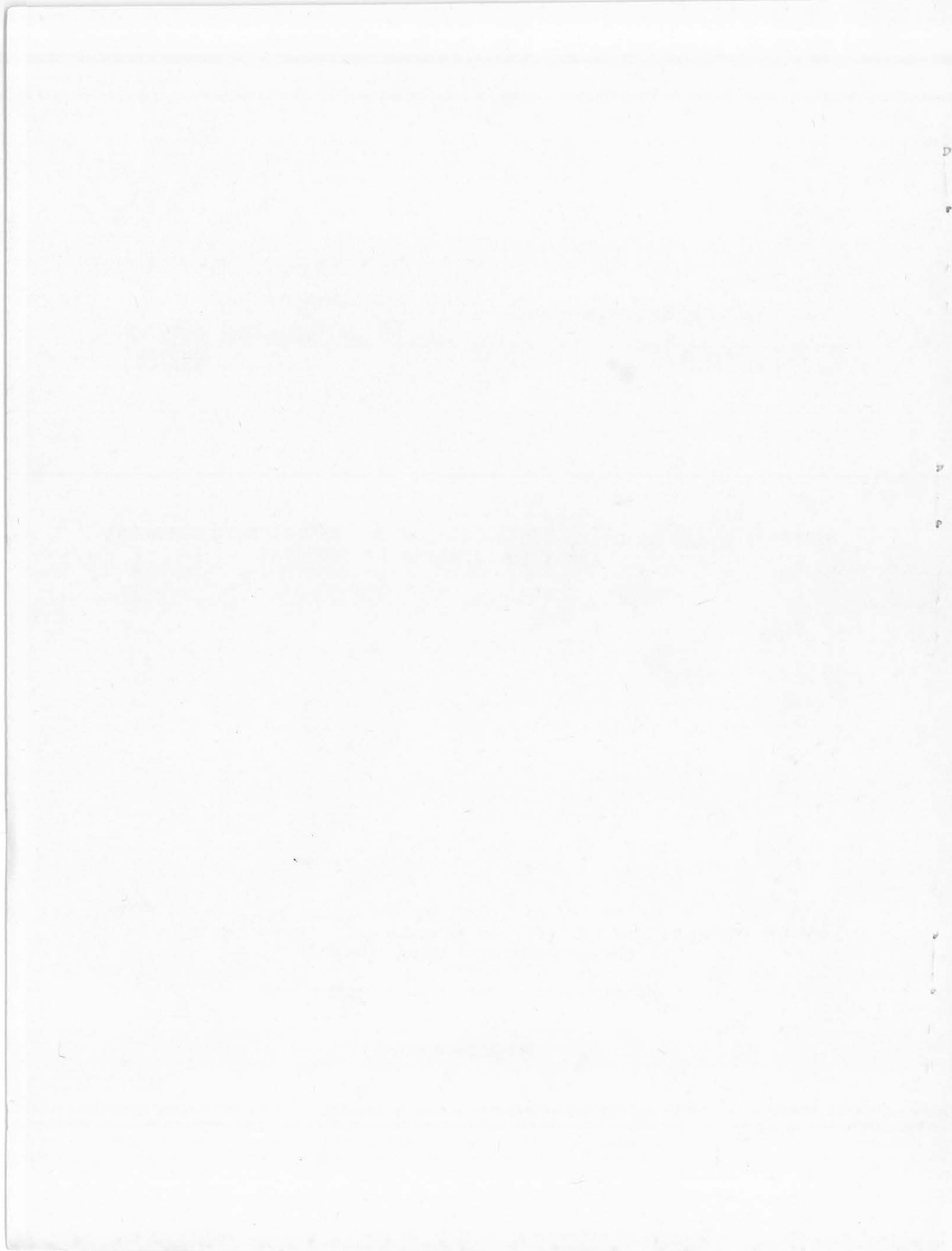
**WORKSHOP AIMED AT DESIGNING A CURRICULUM FOR TRAINING MANAGERS
AND ENTREPRENEURS IN INDUSTRY**

Organized by the United Nations Industrial Development Organization (UNIDO)
and the United Nations International Research and Training Institute for
the Advancement of Women (INSTRAW)

Vienna, Austria, from 3 to 7 October 1984

Final Report

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1. INTRODUCTION

1.1 The issue

Developing managerial capability and putting it to optimum use is a problem in the majority of developing countries. If one is to distinguish three types of situations identified by the scarce factor that is more restrictive to the process of economic development in a significant number of developing countries: skill, savings and importable commodities (1) it is very likely that the skill bottleneck in general and managerial capability within both the male and female population in particular, would rank quite high on the list. Managerial capability embraces, in many views, entrepreneurial initiative, strategic design and operational fulfillment efforts. This capability is a very basic ingredient of any developing process. What makes the creation of this capability complex in developing environments is the existence of what we may term constraints which impact upon the system's ability to provide the required skill and the content as well as the magnitude of the different processes involved in a business function. Socio-cultural values and attitudes especially those towards work, risk, wealth and societal task-role are among the most tangible of those.

Women who have tried to enter industry in either a managerial or an entrepreneurial role in a developing country, have generally been exposed to the environmental constraints referred to above. This has not only limited the scope of their contribution to the industrialization process but also reduced the productive utilization of a significant human resource that is most needed in developing countries.

Women represent an actual and important management force in small - and medium-scale industry in a large number of developing countries. By tradition they assume considerable responsibilities in trade and industry. Education/ Training facilities for industrial management generally, however, neglect their specific problems. They, moreover are not always able to take full advantage of the available facilities for training in the field of management. They face institutional and attitudinal barriers in the quest for greater participation in industrial development. They also lack the opportunity to improve their knowledge and better exploit their potential for development.

At the same time, a number of women entrepreneurs is developing and growing. These women are seen to progress in area and scope of management responsibility.

An appropriate system for up-dating and improving the skills needed for the various types and forms of technical and managerial functions, especially for those women who have no previous exposure to such programmes, is therefore needed. A curriculum to meet those specific needs which are not generally covered in regular programmes, is highly desirable.

1.2 Objectives of the meeting

The workshop was held with the objective of bringing into focus the specific needs of a curricula appropriate for women who are in entrepreneurial, technical and managerial functions. The result expected is a more appropriate curriculum that includes the various types and forms of training for women working in the field of industrial management. Also a programme for action that could extend over the short and long terms.

1.3 Approach

The workshop was based on the results of studies undertaken and the responses to a questionnaire sent to women entrepreneurs. The questionnaire focused on the need for an appropriate system to update and improve skills required in various technical and managerial functions. From the responses a background document was prepared summarizing the situation of women in industry and submitted to the workshop

A number of country presentations were made and two discussion groups were organized. The main focus was on the following issues:

- environmental constraint impairing the full participation of women in the industrial/economic sectors of (many) developing countries;
- the specific constraints restricting entry and full performance of women of an entrepreneurial and managerial role in the industrial structure of (many) developing countries;
- methods of dealing with and responding to the environmental and task related constraints;
- functional gaps in the professional skills of the entrepreneurial female managers (of a number) of developing countries;
- developing a structure for a modular approach to the problem of enhancing female professional management skills.

Two discussion groups were formed. One discussion group focussed on identifying and managing environmental constraints. This implied examining the following issues:

- identifying general and managerial constraints and their link to the development of managerial capability;
- proposing training-related measures for "managing" constraints:
 - i) general environment-related measures for "managing" the constraints;
 - ii) task environment-related target groups and tools
 - iii) business unit-related target groups and tools
 - iv) individual/women-related target groups and tools.
- Identifying a focus case or cases (countries) for an environmental management experience.
- Action programme.

The other discussion group focussed on the modular approach - parameters and outputs. This implied examining the following issues:

- The concept of the module:
 - i) generic module building
 - ii) broad module objective
 - iii) target groups
 - iv) module duration
 - v) methodology/approach
 - vi) anticipated output.
- Identifying a method for need assessment;
- Define modules - relating needs to areas of functional and general coverage/to be developed modules:
- Identify case countries for potential applications;
- Institution building (Centres of Excellence);
- Fund mobilization;
- Action programme.

1.4 Organization of the meeting

The workshop was attended by 12 participants from 10 developing countries and observers from ACTIM, WHO, the World Bank, ILO and RVB. The list of

participants is attached as Annex I.

Following the opening of the workshop by Mr. A.A. Vassiliev, Director, Division of Industrial Operations, UNIDO, Ms. D. Pastizzi-Ferencic, Director, INSTRAW and Ms. I. Lorenzo, Head, Training Branch, UNIDO introduced the programme.

The workshop immediately thereafter elected:

Ms. M. Vaid (India) - Chairman

Ms. S.V. Richino (Argentina) - Vice-Chairman

Ms. J. Bell (Barbados) - Chairman of the group dealing with environmental constraints

Ms. M. Elias (Tanzania) - Chairman of the group dealing with managerial and entrepreneurial modules

Dr. M.S.S. El-Namaki (Director, RVD, the Netherlands) - Consultant and resource person.

2. COUNTRY SITUATIONS

The first part of the meeting was devoted to reviewing country situations in India, Egypt, Yugoslavia, the Philippines, Argentina, Ghana, Tanzania, Nigeria and Barbados. Although national and regional differences appeared, some specific common trends and problems were identified. Among them the following:

- While the modern sector is experiencing difficulties in some developing countries, its absorption capacity of the emerging female work force is limited;
- Equal economic and societal opportunity for women is not always there
- Attitudinal barriers are generally a constraint restricting the performance of women with more expanded managerial responsibilities;
- Women could represent a strong economic force in a country;
- Women feel the pressure to exceed the performance of their male colleagues to maintain a justified presence among the managerial ranks;
- Insufficient number of women are trained for entry into industry and the gap is wide;
- Women executives may be there but their influence or decision making generally meet considerable resistance;
- Women are often discouraged from exploiting existing opportunities for an expanded managerial or entrepreneurial role.

3. SUMMARY OF DISCUSSIONS

The following is a brief description of the discussions of the two discussion groups:

- Training women for entrepreneurial and managerial activities in industry should be conceived as an integral part of the industrial training activities with regard to both, content and training techniques;
- Training activities specifically aimed at women as a target group could be devised and carried out when it is found out (by statistics, research, case studies, etc.) that an additional effort is needed in order to remove the existing environmental, social and other constraints and to speed up the process of integration of women into entrepreneurial and managerial activities, preferably in industry. Special measures for training women should therefore be considered as transitory;
- Special training for women should be gap filling, however a more integrative approach is necessary in the long term;
- Training approaches, activities and techniques devised for women as target group may in some cases have a wider application to include both men and women.

3.1 Identifying and managing environmental constraints

The task of the first discussion group was twofold:

- to identify constraints limiting a full participation of women in the industrial development process, and
- to identify how to manage these constraints and emerge with a more viable form of participation of women in this process.

3.1.1 Identifying constraints

The group felt that constraints existed at two levels: the level of the (starting) entrepreneur and the level of the (entrant) manager.

The group further proceeded with identifying constraints based on actual experiences of female entrepreneurs and other women in the group who are involved in "women in industry". Experiences from countries like Ghana, India, Egypt, Tanzania, Nigeria, Barbados and Yugoslavia were included.

Constraints were accordingly classified into four categories. Attitudinal constraints, servicing constraints, funding constraints and institutional constraints.

- Attitudinal constraints were detected at different levels: at a governmental level there is lack of awareness of women's issues and women's potential and lack of insight into attitudes towards women; at an individual level there is lack of awareness among

women themselves of their restricted roles, lack of opportunities, information and supporting services;

- Servicing constrains dealt with issues like resources, legal rights, education, transport, child-care centres, etc.;
- Funding constraints were found to be a great impediment for entrepreneurial development. Access to credit facilities is one of the main constraints facing entrepreneurs in general and women entrepreneurs in particular;
- Institutional framework constraints dealt with the specific needs of women in industry.

3.1.2 Managing constraints:

Having in mind the scope and intensity of the constrains, the group proceeded by developing a three-level approach to the management of constraints:

- The management of constraints at governmental level
- The management of constraints at organizational level
- The management of constraints at individual level

3.1.2.1. At Governmental level

- In order to stimulate the entrepreneurial potentials of women entrepreneurs, Governments should make budgetary provisions in their development plans for supporting training facilities aimed at women in managerial and entrepreneurial positions in industry;
- Consideration should also be given by Governments to accord tax benefits to large industrial enterprises to facilitate the employment of women;
- In the light of their policies toward women, governments should review existing laws with a view to their effect on entrepreneurial women.
- Mass-media publications should be utilized to overcome attitudinal barriers towards female entrepreneurs;
- Policy makers should be sensitized towards women's issues and every effort be made to have women included among policy makers;
- Information about training needs and opportunities should be assembled. A co-ordinator for Women's Affairs in Industry should be appointed and national machineries for women should have professional staff to assist and strengthen women's industrial enterprises, as well as the numerous women managers in industry;

- Action-oriented research should be encouraged in areas of relevance to women and their potential role in industry . Results of existing research should be co-ordinated and be made available. International and bilateral organizations should provide fellowships or establish specific minimum quotas for women participants in all training activities supported by them.

3.1.2.2 At organizational level:

- Banks should be encouraged to provide consultancy to women entrepreneurs;
- Policies should aim at encouraging and facilitating the access of women to training programmes in general and, where necessary, devise special programmes for women;
- Institutions should design and develop programmes to teach women how to prepare feasibility studies. Through feasibility studies and becoming more market instead product oriented they might improve their entrepreneurial potential;
- Trainers should be sensitized towards training needs of women. Women should also be trained to become trainers and, maybe, become part of a mobile resource team;
- When planning education and training programmes, Governments should make budgetary provisions to facilitate the access of female managers and entrepreneurs to training programmes by making them available to women either free-of-charge or subsidized;
- Training material should be developed taking into account the environment in which the women work and should be translated into the appropriate working language of each group;
- The possibility of establishing a quota system whereby women with the right qualifications will be appointed/nominated to top managerial position should be looked into;
- While respecting traditional values, a review of policies to effect the access of women to managerial positions is needed for the implementation of these policies;
- Ways and means should be developed to facilitate the work between men and women in organizations and industry;
- Top management should monitor the integration of women and periodically report on progress made in the participation of women in industrial enterprise activities;
- A commitment is needed on the part of the policy makers to increase the number of women in managerial ranks;

- A review needs to be made of selection procedures and career development and salary negotiations to ensure equal rights for men and women.

3.1.2.3 At individual level:

- Often, women are involved in cottage production without realizing that they could be classified as micro-entrepreneurs who are entitled to certain legal rights and economic support. Such female entrepreneurs should be made aware of their entrepreneurial potential role;
- Women should be informed about their possibilities of becoming entrepreneurs. Information centres should be strengthened and enlarged to provide:
 - information about a complete project cycle: how to register, how to get credit, etc., and
 - information about training opportunities and whether special training programmes are available for female entrepreneurs;
 - information about market and technology
- Entrepreneurial women should be encouraged to make use of the banking system;
- Achievement motivation programmes could be organized for women.

3.2 Training: The Need and the Modular Approach

The following are the results of the discussions that took place in the second group. The structure is the result of the experience and data provided during the discussions.

3.2.1 A Few Basic Principles

Training efforts for women should be guided by the following principles:

3.2.1.1. The Need for "Awareness"

Awareness-oriented programmes that focus the attention on the problem of women participation in industry are needed.

The purpose of these programmes would be to bring together personnel at various levels to discuss the constraints impairing women participation in industry. Such activities should be organized for regional, national and enterprise branch levels.

Data on the involvement of women should be obtained from industry, industrial associations, etc. for the preparation of special programmes and materials.

Policy makers, politicians, planners, industrialists and managers

should be invited to review specific national policies and practices and the industrial situation.

In addition, technological implications should be assessed as they affect women.

These activities should, therefore, be planned in a flexible manner appropriate to the specific conditions of each country in the light of their industrial development plans and also capable of adjustment in time to suit changing circumstances. UNIDO and INSTRAW could play a significant role in the creation of this awareness.

3.2.1.2 Regional Approach in Training

A regional approach to training is recommended.

Information and policies related to the region concerned need to be gathered. Generally, there will be considerable variation between the developing countries belonging to one region, or a sub-group of countries (least developed for example); these variations which must be fully recognized do not reduce the common interest of the participating countries but, on the contrary, would afford opportunities for active co-operation between the developing countries on a regional and interregional basis.

3.2.1.3 National Approach

National training activities for women should, inter alia, be organized and financed by national resources. Many developing countries have already structures and plans of varying comprehensiveness for the integration of women in industry. These, together with the national industrial development programmes would be the two basic components of a national training activity.

National courses are inexpensive to organize since they usually do not require travel costs or language expenses.

National efforts should also be extended to universities and technical colleges. A series of "source material" documents could be assembled on the subject and distributed which may culminate eventually in introducing specialized industry training in the curricula for women. Within management and technical training programmes, components should be included on issues of women and industry.

3.2.1.4 Enterprise Level

Short seminars should also be arranged at enterprise level to sensitize managers to the role and position of women. In organizations, personnel managers should encourage career development opportunities. Women-oriented manpower policies should be incorporated in overall enterprise policies. Prospects for promotion as well as incentives should be carefully looked into.

3.2.1.5 Institution Building

The United Nations should be called upon to assist their training institutions. UNIDO should identify existing training facilities in the

developing countries which have already achieved a certain level of competence and which could, with relatively modest investment/assistance, be upgraded to provide training for women at national, regional and sub-regional levels. Assistance can take many forms, as appropriate: curriculum development, upgrading local staff, audio-visual and other training equipment, training methodology and techniques, organization and management, etc. Certainly, a major effort should be made to identify training capabilities/institutions to assist them to become "Centres of Excellence". Also, other UN institutions could be co-opted (INSTRAW, UNDP, ILO, IBRD, International Development Banks, etc.).

3.2.2. The Structure and Mix of Training Modules

Training for women entrepreneurs and managers should best be tailored along a modular structure that provides a response to the needs and the constraints outlined above. The following is an elaboration of module build-up and mix:

3.2.2.1 Generic Build-up

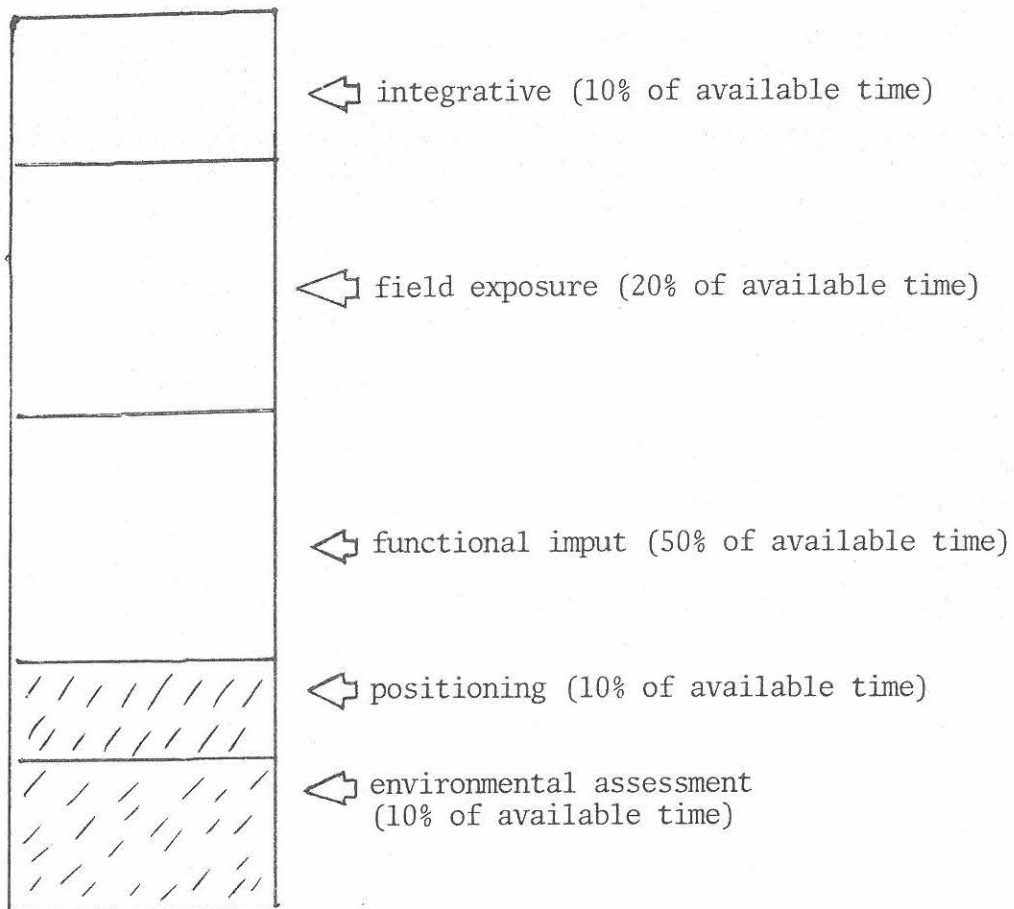
A training module should consist of five basic components:

- a) the first component would deal with the overall environmental setting of the female entrepreneur and/or executive. This should include i) an analysis of the set of socio-cultural values and attitudes that influence and sometimes determine the role of the female in business life in the area or region under review, and ii) an identification of forces of change within those values and attitudes and recent trends in this regard. The objective of this segment is to create an immediate awareness of the general environmental forces impacting upon the female business operator and try to identify the underlying process of change;
- b) the second component would concentrate on the positioning element the process of managing the surrounding environment, on one hand, and accommodating and integrating the female executive in an industrial setting on the other. Four elements would be included here: i) dealing with personal traits, e.g. assertivity, ii) skills for managing existing constraints, iii) performing as change agent and iv) supportive guidance. The objective here is to identify ways and means of managing the task environment of the female manager or entrepreneur;
- c) the third component would provide the desired functional input as identified in the skill matrix. This, although essentially identical to standard functional exposure offered by the majority of business and business schools in the world, should place heavy emphasis on the specific function. This specific role will vary considerably according to the task at hand and the national socio-cultural environment within which the function is conducted. The objective here is not only the application of gained functional skills but also the identification and "management" of the environmental stimulus or constraints explored earlier;

- d) the fourth component would be field exposure to secure the testing of initial findings;
- e) the fifth component is an integrative segment that would review the training experience as a whole and, possibly, provide a future-oriented programme of action.

It is advisable to stress here that each programme would have a different duration, depending on both, training and situational criteria. also that the depth of the first and second segment (a + b) will depend on the background of the target group and their familiarity with the issues at hand. And that programme segments be conducted in strict sequence or intermittently, depending on the time available for training and the exact requirements of the target group.

PROGRAMME STRUCTURE



3.2.2.2 Module Mix and Target Group

A number of training programmes that cater to the needs of specific target groups and their skill needs were identified.

An outline of training modules, their target group and skill orientation

Target Group Skills	Potential Entrepren.	Practicing Entrepren.	Junior Manager	Middle Mangmt. Exectv.	Senior Mangmt. Exectv.
Entrepreneur	-Achievement -Project cycle +) -How to set up business	-project cycle	-project cycle		
General Managmt.	-Essentials of Managmt.	-Contingency Planning -Essentials of Managmt. -Productivity a. performance improvement	-Long-range planning	-strategic managmt. -Environm. Analysis -O.D. -Role of Middle Managmt. -Operational Control -MIS *)	-strategic managmt. -Environm. Analysis -Strategic Control -MIS *) -Social Responsibility
Functional Managmt.	-Ess. of Accounting -Ess. of Finance -Ess. of Marketing -Ess. of Productn. -Ess. of Personnel	-All Essentials -Quality Control -Working Capital Other specific function related modules	-Advanced	-Advanced -Functional Policy Analysis	-Advanced Business policy Analysis
Consultancy				-Consultancy skills	-Managmt. of Consultancy Organization
Others	-Sector-related Techn. Training -Post Trng. support	-Sector-related Techn. Training -Information collection -Strategies for change	-Career Develpt.	-Career Develpt.	
Pre-entrepreneurial development	-Advantage a. disadv. of self-employment				

+) Project preparation, investment, financing and acquisition of technology

*) Management of Information Systems.

3.2.2.3 Module Time Allocation

Time to be allocated to the different programme units will vary according to the modular structure of the programmes and their composition. The following is a proposal that allocates time percentage-wise to each programme accordingly.

TABLE II
ESTIMATED TIME ALLOCATION FOR
TRAINING PROGRAMME COMPONENTS

Target Group Skills	Potential Entrep. %	Practicing Entrepr. %	Junior Managers %	Middle Managers %	Senior Managers %
Environmental Assessment	20	10	15	5	5
Positioning	20	10	25	25	25
Functional	40	50	30	25	20
Field Exper.	15	20	20	20	20
Integrative	5	10	10	25	30

It goes without saying that this is a broad indication and that situational criteria may lend to a slight deviation here or there. The important consideration is not to reduce the environmental assessment and positioning components as those are critical to the entire issues.

3.2.2.4 Module Objective:

The module will be guided, generally and on a broad basis by the following objectives:

- developing managerial and entrepreneurial skills among women
- positioning women for occupation and career planning.

3.2.2.5 Module Target Group:

Two broad target groups were identified:

- the self-employed woman, being either a potential entrepreneur (entrant) or a practicing entrepreneur, and
- the wage-employed women being either a junior, middle or senior manager.

3.2.2.6 Module Duration:

The module duration should reflect several criteria ranging from

occupational and other societal demands on the female practitioner. The following average duration per module seems reasonable:

- potential entrepreneurs : between 4 and 6 weeks
- practicing entrepreneurs : between 1 and 2 weeks
- junior managers : between 4 and 6 weeks
- middle managers : less than 2 weeks
- senior managers : between 3 and 5 days

3.2.2.7 Module Methodology/Approach:

- Lecture component to be kept to a minimum and to be experimental
- Teaching material and cases developed explicitly for context
- Participatory approach
- Group discussions
- Self-awareness exercises
- Use of audio-visuals, video, radio.
- Role playing
- Simulation techniques
- Field visits
- Mobile team for specialized training.

(Mobile teams provide training to women entrepreneurs at the plant level. They concentrate on action needed to overcome difficulties confronted as a result of inappropriate methods, techniques, inadequate product design, marketing, etc. The mobile team also assist these entrepreneurs to identify expansion possibilities.)

3.2.2.8 Module Anticipated Output:

The modules, once carried out, should deliver the following output, depending naturally on the target group involved:

- For potential entrepreneurs : trained women entrepreneurs
- For practicing entrepreneurs : improved productivity
- Junior managers : improved skill performance and career development
- Middle managers : improved skill performance progression in career
- Senior managers : progression in career

The proposed modules are attached as Annexes II to VIII.

3.2.2.9 Method for Need Assessment:

Training needs will be assessed on the basis of information gathered at two levels: MACRO - within country, and MICRO - specific to sector target groups, occupation tasks, etc.

- At the macro-level, the process will include the assessment, overall country level situation, taking into account the following variables:
 - medium-or long-term industrial development plans

- assessment of labour-force participation-rates of women
- assessment of training institutions and educational facilities and participation of women
- examination of formal and informal sector activities in industry
- legislation for small-scale enterprises
- support systems: financial
- groups dealing with women on governmental and non-governmental level
- womens' groups or associations

-At the micro-level, three dimensions will be examined:

- the sector of industry
- sampling and interviewing of women in each target group
- the role and scope of the target group.

Within each of these 3 dimensions capabilities, skills and attitudes will be examined closely before designing and developing the programme.

A survey of related training programmes already available at national and regional level training institutions should also take place.

3.3 A Programme for Future Action

The following table outlines a tentative action programme and the potential contribution of different parties. The selection of countries is tentative.

Action Programme for the Year 1985

Action	Period	Potential Location *)
(1) To develop full fledged curricula in co-operation with collaborating institutions	Jan. - March	Delft
(2) To field-test four experimental modules preceeded by a training need survey		
- a potential entrepreneurs module	August	Ivory Coast/ Carrih./Argent
- a top management module	September	Sri Lanka Ivor.C./Yug. India
- a practicing entrepreneurs module	October	Ivor.C./Egypt Tanzania
- a middle management module	November	Ivor. C./India Philippines
(3) To evaluate conducted modules and adjust plans accordingly.	December	

*) The execution of a consistent programme fulfilling the desired objectives will require the collaboration of a number of institutions and agencies.

The following are examples of national/regional and interregional institutions that could be co-opted:

At national and regional levels

ASIA

India (e.g. the All India Council of Women Entrepreneurs, New Delhi, SIET and Small Industries Service Institute)
Philippines (e.g. UPISSI - University of the Philippine Institute for Small Scale Industry, College for Business Administration)

AFRICA

Egypt (e.g. the Higher Institute for Social Work, Training Centre in International Rural Centre, Alexandria)
Tanzania (e.g. ESAMI)
Ivory Coast (e.g. CIGE)
Cameroon (e.g. PAID)
Ghana (e.g. National Council on Women and Development, National Productivity Institute, Federation Ghana Business and Professional Women).

LATIN AMERICA

Caribbean
Argentina (e.g. Capacitación Desarrollo, Buenos Aires, Argentina, A.D.C.A)
Association Argentina of Executives Training (this institution has special experience in training of trainers)
I.D.E.A., MORENO 1850, Bs. As. Argentina (institution for training and developing executives in Argentina)
Dominican Republic
Venezuela

EUROPE

Yugoslavia (e.g. ICPE, Yugoslavian Centre for Theory and Practice of Self-Management)

At international level

The following organizations will be called upon to provide the professional/functional information and material resources:

- Research Institute for Management Science (RVB-Delft)
- ICPE, Ljubljana
- Yugoslavian Centre for Theory and Practice of Self-Management
- the UN system and other multilateral sources of technical cooperation.
- bilateral sources of technical assistance

PARTICIPANTS/PARTICIPATING ORGANIZATIONS

The Workshop was attended by the following individuals and organizations:

Ms. Manorama Vaid	President, Indian Council of Women Entrepreneurs, New Delhi, India
Dr. Samia M. Fahmay	Dean of College of Social Work, Professor of Management, Administration and Community Organization, Head of Training Centre in International Rural Centre, Alexandria, Egypt
Dr. Gabriel U. Iglesias	Professor and Director, Policy Studies Programme, College of Public Administration, University of the Philippines, Manila, Philippines
Ms. Jeanette Bell	Programme Officer, Women and Development Unit, St. Michael, Barbados, West Indies
Ms. Laetitia Mukarasi	Manpower Development and Administrative Manager, Wood-based Industry, Arusha, Tanzania
Ms. Misrak Elias	Senior Consultant and Co-ordinator of Women in Development Programme (ESAMI), Arusha, Tanzania
Dr. Esther Ocloo	Industrialist, Consultant on Small and Cottage Industries, Accra, Ghana
Ms. Hilda Strozenberg-Szklo	Social Evaluation, Washington D.C., USA
Dr. Susana V. Richino	Asesora Psicológica en Diagnóstico, Capacitación Desarrollo, Buenos Aires, Argentina
Ms. Danica Purg	Advisor of Executive Board of Chamber of Economy of Slovenia, Ljubljana, Yugoslavia
Dr. Stane Mozina	ICPE Co-ordinator of Training Programmes and Researcher/Lecturer, Ljubljana, Yugoslavia
Ms. Eleanor Fapohunda	Senior Lecturer in Economics, University of Lagos, Nigeria
Ms. Gretchen Goodale	Senior Official, Women's Training, ILO, Geneva, Switzerland
Ms. Michele Gendrault	Project Manager, ACTIM, Paris, France
Ms. Nicole Humbert	Technical Officer, Co-ordination with other Organizations, WHO Regional Office, Copenhagen Denmark

Ms. Kanella Vasiliades	Lecturer, The World Bank, Washington D.C., USA
Dr. M.S.S. El-Namaki	Director RVB (Consultant)
Mrs. Johana Daniels	Management Trainer, RVB, Delft, Holland
Mr. Emile Segbor	Social Affairs Officer, UN/CSDHA, Vienna, Austria
Ms. Magaly Roman-Martinez	UN/CSDHA, Vienna, Austria
Ms. Dunja Pastizzi-Ferencic	Director, INSTRAW
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Ms. Baerbel Chambalu	Integration of Women in Industry, Division of Policy Co-ordination, UNIDO, Vienna, Austria
Ms. Traute Wohlers-Schart	Consultant, UNIDO, Vienna, Austria
Ms. Vera Gregor	Industrial Infrastructure Section, Division of Industrial Operations, UNIDO, Vienna, Austria

Pilot Training Module for Potential Inclusion in the
1985 Action Programme
(Outline and Potential Cost)

- (1) Entrepreneurial Development for Female Business Entrants (Annex II)
- (2) Essential Management for Female Entrepreneurs/Managers (Annex III)
- (3) Advanced General Management for Female Executives (Annex IV)
- (4) Training of Trainers of Women Managers and Entrepreneurs (Annex V)
- (5) Training for Training Managers (of Women) (Annex VI)
- (6) Project Promotion Services (Annex VII)
- (7) Finance for Female Entrepreneurs (Annex VIII)

PILOT TRAINING MODULE - TITLE

(1) Entrepreneurial Development for Female Entrants

Objectives:

- Increase the level of confidence and achievement orientation among potential or threshold female entrants in industry.
- Create a psychological awareness of some of the processes required for business venture involvement, i.e. goal setting, risk taking, communication, use of feed-back, etc.
- Provide an introduction to project feasibility assessment.

Target Group: Potential or threshold female entrants in small industry.

Contents:

Part I: An assessment of the environment (forces and organizations) of the potential female entrepreneur.

Part II: Positioning of the female entrepreneur within the environment.

Part III:

- Achievement motive and achievement imagery
- Self- and other awareness
- Valuing process
- Risk-taking and use of feed-back
- Goal setting
- The communication process
- Creativity and innovation
- Opportunity identification
- Starting a business: how and what it takes

Part IV:

- Introduction to project cycle
- Technical feasibility
- Financial feasibility
- An integrated approach

Characteristics of Practice Period: The field work should emphasize the opportunity identification and project formulation process.

Training approach: Maximum resort to action learning and the utmost in terms of participant direct involvement.

Location: Training and Management Centres, with visits to industrial estates.

Duration: Three weeks

Potential number of participants: 15 participants per module

PILOT TRAINING MODULE - TITLE

(2) Essential Management for Female Entrepreneurs/Managers

- Objectives:
- To create an awareness of the different processes involved in the management of an enterprise and introduce the functional areas involved
 - To outline the functions and role of the manager
 - To highlight the specific dimensions of women's performance of the general management function.

- Target Group:
- Practicing female entrepreneurs with identified problems and registered need for this skill.
 - Potential female entrepreneurs with the intention and desire to embark upon an industrial business venture.

Contents:

- Part I: An assessment of the environment of the female entrepreneur.
- Part II: The positioning of the female entrepreneur within the business environment.
- Part III:
 - Management as a concept
 - The functions of a manager
 - Planning in the small-scale enterprise
 - Organizing the small-scale enterprise
 - Staffing in the small business
 - Directing the small-scale enterprise
 - The control process
 - An introduction to the functional areas of management

Characteristics of Practice Period: A problem-based assignment where the female participant acts as manager responsible for several functional areas. The objective would be to provide a set of recommendations that should contribute to a solution of that specific problem.

Training approach: A mix of lecturing and case analysis.

Location: Training and Management Centres, with visits to industrial estates.

Duration: Two weeks

Potential number of participants: 20 participants per module

PILOT TRAINING MODULE - TITLE:

(3) Advanced General Management for Female Executives

- Objectives:
- To develop female executives with general management capabilities for small and medium sized enterprises in developing countries.
 - To highlight the specific dimensions of the female manager's job.

Target Group: Female executives filling a middle-management function.

Contents:

- Part I: An analysis of the environment of those female executives responsible for a general management function.
- Part II: Positioning of the female general manager.
- Part III: Advanced general management
- Defining and analysing managerial problems
 - Quantitative tools for decision making
 - Business conditions analysis
 - Environment scanning
 - The management of organizations
 - Introduction to business policy and strategic management
 - Functional areas of policy formulation:
 - marketing policies
 - finance policies
 - manpower policies
 - production policies
 - R + D policies

Characteristics of Practice Period: An exercise where a business operation is assessed in terms of strengths and weaknesses and an element of policy planning is developed.

Training approach: Lectures, cases, games.

Location: National management training institutions.

Duration: Four weeks

Potential number of participants: 15 participants per module

PILOT TRAINING MODULE - TITLE:

(4) Training of Trainers of Women Managers and Entrepreneurs

- Objectives:
- Participants will learn how to:
 - assess training needs of women managers at entrant, junior, middle and senior management levels, and entrepreneurs (pre-training and potential managers);
 - develop curricula based on analyses of training needs and relating them to objectives; develop training programmes addressed to women managers and women entrepreneurs;
 - implementation of training, including strategies for monitoring the execution of training;
 - evaluation of the impact of training at the level of learning transfer and at the workplan level;
 - re-designing training programmes and other policy options.

Target Group: Small- and medium-scale industry instructors; Ministry of Industry training staff; lecturers of public administrative institutes.

- Contents:
- techniques of assessing training needs
 - criteria and process of establishing training objectives
 - techniques in curricula design and development of training programmes
 - techniques in implementation and monitoring of training programmes (trainers/lecturers, budget, support resources, training aids, etc.)
 - training techniques
 - training methodology
 - training materials development
 - training evaluation techniques and impact analysis ("before and after"-evaluation, on-the-job).

Characteristics of Practice Period:

Training approach:

Location: National/regional training centres focusing on training issues.

Duration: Two weeks

Potential number of participants: 20 participants per module

PILOT TRAINING MODULE - TITLE:

(5) Training for Training Managers (of Women)

Objectives: To develop the competence of training managers to efficiently manage the training process and, more specifically, the specific and particular needs of women managers and workers. These include: (a) ability to plan, implement and evaluate training programmes for women managers; (b) to design training programmes which are sensitive to the specific needs of women; (c) to develop training materials depicting problem areas, choices and issues facing women managers, (d) to adapt training methodology which will be effective in training women managers, and (e) to develop instruments which will measure the effect and impact of training on women managers and on their performance.

Target Group: Potential or actual training managers at the plant level; potential or actual human resources development (HRD) managers at the enterprise level.

Contents:

- techniques in effective management of the training process
- planning training programmes: key factors and considerations
- designing curricula for women managers, entrepreneurs and workers
- techniques in monitoring the implementation of training programmes
- training materials development
- techniques of evaluating training programmes.

Characteristics of Practice Component: Based on the development of a training plan for a specific enterprise.

Training approach: Lectures, cases, simulations, role plays, etc.

Location: Training centres to be identified at the national level or national training institutions.

Duration: Four weeks

Potential number of participants: 20 participants per module

PILOT TRAINING MODULE - TITLE:
(6) Project Promotion Services

- Objectives: To train operational officers working in various aspects of project promotion, consultancy services, economic and market research in providing a variety of services to clients, particularly to new women entrepreneurs in the small-scale sector.
Every effort should be made to see that finance institutions agree to extend assistance to women in industry. It is proposed to organize a consultancy capability within these institutions to assist women clients.
- Target Group: Operational officers working in various aspects of project promotion, consultancy services, economic and market research, in DFIs and commercial banks.
- Contents:
- Sources of assistance in project promotion
 - techniques of project identification
 - project studies: opportunities , pre-feasibility, support, feasibility, technology to get access to finances
 - methods and procedures to simplify and standardize appraisal work
 - legal framework and administrative requirements
 - sources of financing
 - project reshaping
 - procurement procedures
 - follow-up

Characteristics of Practice Period: Within the clients' enterprise.

Training approach: Workshops, seminars and courses, audio-visuals, information, self-contained training modules, coaching/on-the-job training, case studies and methods.

Location: National/regional training centres and finance institutions.

Duration: Two weeks

Potential number of participants: 20 participants per module

PILOT TRAINING MODULE - TITLE:

(7) Finance for Female Entrepreneurs

Objectives: To develop the competence and enhance the effectiveness of women entrepreneurs in finance matters and expose them to methods and procedures, eligibility criteria and administrative requirements for setting up a new business or to expand existing enterprises. To establish openness and co-operation between women clients and potential sources of finance.

Target Group: Practicing/potential women entrepreneurs

Contents: The programme will provide comprehensive coverage relating to entrepreneurial promotion and development. The proposed topics are as follows:

- step-by-step approach to develop project ideas into bankable projects
- formulation of project proposals and principles of market study
- negotiations with potential sources of finance, including foreign investors
- strategies for expansion of existing enterprises
- sources of long-term and short-term finance
- cost of credit and equity financing
- some financial management and accounting principles

Characteristics of Practice Period: Would focus on the preparation of own financial project proposal.

Training approach: Practice based; participant focused.

Location: National/regional training centres and, where appropriate, finance institutions.

Duration: Four weeks

Potential number of participants: 20 participants per module

