

# Chapter : 14

## Lives of Successful Entrepreneurs'

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The study of the lives of successful entrepreneurs is considered as an essential part of the exercise embarked upon in the present book. Entrepreneurial developmental theories are put to practical disposition by those who throughout their lives by crossing a hurdle race became quite successful as entrepreneurs. A careful reading of these real life stories are not only interesting but will surely throw a ray of light to those who are currently swimming in the river of business but yet to find the bank to succeed. These cases of the lives are mainly developed with due care and gifted to those aspiring to be self-employed and create employment for others – the would- be entrepreneurs.

Entrepreneurs are very busy people. It took several months to collect information from some of the living entrepreneurs. Past records are widely used to obtain information in order to write the lives of some of the very respected & successful departed entrepreneurs. The lives could be depicted in a better way but for required information. Though various factors stood in the process but the author takes on him the sole responsibility of the gaps & the inadequacies that remained.

### 13.1 Mr. Abul Kashem Khan

Abul Kashem Khan who was popularly known as A K Khan was a great industrialist from Chittagong. He was born in the 5th of April, 1905 in a village named Mohara. The name of his father was Mr Abdul Latif Khan who was a sub-registrar. It is said that his forefather Hamja Khan came from Gour. His father was stationed in Fatehabad. But his mother used to stay most of the time in Mohara. Abul Kashem in his boyhood stayed with his father in Fatehabad for schooling. Thus, Kashem had his primary education in Fatehabad. Afterwards, he passed the matriculation examination with distinction from the Fatehabad High School. From Chittagong Government College, he passed the intermediate examination. Then, he went to Calcutta for higher studies. There, he was

<sup>1</sup> Some of the materials presented in this Chapter have reference to: Farouk A. et al, "Lives of Some Bangladeshi Entrepreneurs" [in Bengali], Bureau of Business Research, Dhaka University, 1984. The author expresses warm thanks to Maj. Nurul MBA, Maj. Neyamul MBA and Ali Asraf Rassel M.Com for helping him in collecting or translating the materials.

admitted into the Calcutta Presidency College. In 1927, he passed the B. A. with distinction with Honours in English language. From the very boyhood, Abul Kashem had an ambition to become a lawyer. That was why, he got himself admitted into a Law College of the Calcutta University. And in 1933, he succeeded in obtaining the L L B degree. In this examination, he secured second position among the first divisioners. After obtaining the Law degree, Abul Kashem started his practical life in 1933 as a lawyer in the Calcutta High Court. Two years after, his father retired from his service. This led him to take job of a munsheep in order to undertake the family responsibility. He was in this job for eight years from 1935 to 1943. While in civil service, he widely traveled most of the places of Bangladesh.

In 1933, A K Khan got married in Burma. He was married to the daughter of one Mr. Bari Chowdhury, a rich businessman from Chittagong who then was residing in Burma. Mr Chowdhury was an influential businessman of his time. He had rice mill in Burma. And he was the founder of the then famous Bengal – Burma Steam Navigation Company [BBSNC]. In those days, there was almost none who had not heard of the British- India Steam Navigation Company [BISNC]. Chowdhury's BBSNC was a bold competitor of the BISNC. BBSNC had succeeded in overpowering BISNC through careful aggressive competition. And the latter found it quite difficult to attract adequate number of passengers. That was why, BISNC had to persuade passengers with free- lunch & presenting a nice handkerchief.

A K Khan was an advocate of the High Court while he got married. He was in Barishal when the World War II started. Burma was sure to fall in the hands of the Japanese. This seriously worried Khan's father-in-law, Mr. Abdul Bari Chowdhury. He left Burma for Chittagong leaving his big established business there. At that time, Bari Chowdhury's sons were not reasonably grown up to enter into business. For this reason, he requested his son-in-law A K Khan to take the charge of his established business. Eventhough Chowdhury lost most his business assets & capital in Burma, he wanted to finance his son-in- law A K Khan with whatever he had then with him as business capital. The small amount of capital that he could recover from Burma was also around several lakh rupees.

A K Khan never dreamt of becoming a businessman in his life. But the sudden request of his respected father-in law & the capital provided by him opened an opportunity to him which he could not ignore. He was the eldest son of his father who then was about to retire. He was required to maintain his parental family. The proposal of business brought him a ray of hope. This is how A K Khan came first in the field of business. A K Khan's place in business would have been impossible without the help of his father-in-law Mr. Abdul Bari Chowdhury. Meanwhile, he appeared twice in the ICS examination & succeeded in securing first position among the Bengali Muslims. During the World war II, A K Khan emerged as a construction contractor & in the initial period only, he earned quite substantial success in his business.

The colonial British rulers left the country in 1947, when A K Khan rightly realised the need for industrialization of the newly independent country for establishing strong economic foundation. He identified that large number of employment opportunities can only be created through promoting a sizable number of industries in the country. Thinking all these, he decided to set up industrial units. The first attempt in this regard, was the establishment in the year 1952, a match factory with a capital of Rs. 4 lakh in the Kalur Ghat area of Chittagong. Through this match factory A.K. Khan, emerged as an industrialist. Afterwards, in the same area, he established a ply wood factory with Rs. 2.5 lacs as capital. During the same period, the biggest project he established was the Chittagong Textile Mills. This mill went into production in 1952, with a capacity of 25,000 spindles. The amount invested in this enterprise was Rs. 5 crore. That time, it was quite a big industrial venture and a very bold initiative.

The time A K Khan was establishing industries in the country, it was simply difficult to do so for various reasons. Those days, even industrial raw materials, not to speak of machinery, had to be

imported from abroad. For the textile mills he established, he had to bring rods & cements from distant places like Lahore and Hyderabad respectively.

In the process of setting up industries & in managing those, A K Khan faced various types of hurdles and difficulties at every step. Banks [mostly of west Pakistani origin] in those days, were never interested to help East Pakistani entrepreneurs in their business or industrial ventures. After continuous efforts, he failed to procure industrial loan from non-East Pakistani Banks operating in East Pakistan. At last, he approached a British bank who helped A K Khan in this regard without which he had to manage funds with lot of difficulties.

A K Khan cared his industrial units like his own children. Every day he used to stay at least an hour in each of his industrial units. Most of the crucial decisions were taken by himself. He believed in good owner-employee relations. He emphasized more on increasing production. This he found possible by close supervision & congenial labor- owner relations.

He then entered into politics and became the president of the district Muslim League. He became a member of the National Assembly of the former Pakistan in 1947. He was also executive member of Pakistan Muslim League. During Ayub's regime he was Industry Minister of the then Pakistan from 1958 to 1962. East Pakistani businesses was smaller in size at that time. The new and inexperienced entrepreneurs of the then East Pakistan used to face huge problem in arranging bank loans. To help the East Pakistani entrepreneurs, he bifurcated the Pakistan Industrial Development Corporation [PIDC] into EPIDC and WPIDC. EPIDC then, were asked to promote industries to be disinvested preferably among the East Pakistani entrepreneurs. At the time when he became a minister, there was only one jute mill in East Pakistan. And with his efforts, the number of jute mills increased to thirty when he left the cabinet. It was during his ministership when the famous Chittagong Steel Mill & the Karnafuli Rayon Mill were established. It may be mentioned here that in those days, there was no bank with East Pakistani ownership. With his efforts Eastern Mercantile Bank [now Pubali Bank] the first bank of East Pakistani origin was set up. Besides, he established the East Pakistan's only shipping company named as the Pakistan Steam Navigation Company.

A K Khan influenced the Ayub Govt. to form a Scientific Commission in East Pakistan. As chairman of this Commission, he emphasised the need for technical & scientific education in East Pakistan.

A K Khan was married. He had 5 sons. His eldest son was Mr Zahiruddin Khan who looked after his business as the managing director. He led a very disciplined life with strong confidence. He was very hardworking which brought him success through out his life. He was fond of gardening. He used to get pleasure from wooden work & used to develop wooden frames. He was a man of good taste in matters of both foods as well as in dresses. His favourite dish was vegetables. He was known as a successful man in all spheres of his life – as an entrepreneur, as a social worker, as a politician, as an administrator and also as a leader of his family.

He is no more. May Allah allow him peace in the life hereafter. We look for many more sons of the soil like A K Khan.

### 13.2 Mr. Mozammel Hoque

Mr. Mozammel Hoque [MH], the Managing Director of Bangas-Tallu Industrial Group, was a very poor man. Now he is well known as an industrialist to all. He is currently [7th Parliament] a member of the parliament from Chuadanga -2. He has become a Hero-from Zero, it was all for his hard labor & dedication. MH is the eldest of the five issues of his parents with four sisters. They were very poor. His sisters used to collect dry leaves from the forest with which his mother had to prepare daily food. Many days his family members had to remain unfed and starved, living in a dilapidated house, timely repair of which was not possible to be done for want of required amount of money. From this fact,

one can imagine the level of poverty in which MH's family had to fight out to live-really very hard days they had to cross in those days.

He started his education in a village maqtab. He was quite brilliant student and that was why with stipends, he could continue his studies till the college level. If he did not get scholarship/stipend his student life would have been finished much earlier. In his boyhood, MH wanted to enter into the government service and he was seriously pursuing his studies to reach that goal. But because of communal riots of 1950, MH had to leave his studies. In the same year, he lost his beloved father which made him very much upset and depressed.

MH as the only son of his parents, had to shoulder the burden of the family in the absence of his father. They had limited family properties, besides MH was then an unemployed young man. It was really difficult for the family to manage daily expenses. At that time, in 1947, because of Partition of India, MH's family had to leave their parental house in Nadia, West Bengal. Their family migrated to the erstwhile East Pakistan and settled in the Chuadanga town.

After coming to Chuadanga, he joined as a distillery agent in the Keru and Co., a private company, at a salary of Tk 67 per month. His work was to mix water with spirit. The job was very easy but as the assignment given was unfair, MH was feeling uncomfortable. As a helper in the wine preparation process, MH was constantly suffering from moral sense that would keep him always in a depressed mood.

At that time, for default of payment of land rent popularly known as *Khajna*, many land auctions were conducted by the munseef courts. In such an opportunity, MH purchased an area of land of 105 bighas with Tk. 390 only. The land area MH bought was full of water hyacinth. At that time, he did not have enough money even to clean this low land. But afterwards that piece of land was instrumental to the upward change of MH to prosperity and social prestige. Luck favored MH in the year after he bought the land. There was suddenly a heavy shower, which washed away the long-standing garbage and made the land quite clean. After one year, local people started cultivation there and he used to get rent from the land users.

In 1957, MH resigned from Keru & Co. and sold 50 bighas of low land at TK 9 thousand of which he purchased a house with Tk 3 thousand and used the rest of the money to set up a shoe-store at Chuadanga Bazar. He became interested in contract business. But he had not enough money for the purpose. When he was able to secure a contract, the local rich person who promised to assist him financially declined to do so, possibly at the influence of some of the local bad people. At this, he was in utter financial crisis. But he did not leave the job that he got as a contract, rather he started the initial foundation of the contracted building work with the little savings that he made so long from his small shoe-store. The owner of a brick-field gave him bricks on a liberal credit. In one stage, when that financial year ended, the executive engineer of Kusthia who was very much sympathetic to MH, showed the work as complete even if it was not so. He [the engineer] did the same in order to help MH in his financial hardship and enabled him to continue in his contract business. Afterwards, MH started one after another the businesses like kerosene oil, petrol-pump and transport and the like.

In 1975, MH started a motor cycle shop in the Fakirapool locality of the Dhaka city. At that time MH, all on a sudden, met Mr Jahur of Chittagong who inspired him to enter into manufacturing business. This is how in 1979, MH started Bangas Limited with the financial assistance from a bank. The initial work size of the factory was around one hundred. In 1984, MH was successful in promoting Tallu Spinning Mills which was relatively of larger size with a labor force of more than one thousand. Thereafter, with a labor force of three hundred, Mithun Corporation was established in the Chittagong EPZ in the year 1992. Three years after [1995], MH set up the Toyo Garments Limited at Kamalapur area of the Dhaka City. The initial employment of Toyo Garments was above three hundred. In the same year, Tallu Spinning Mills was expanded with additional employment of 1500 workers.

Mr. MH mentioned that bureaucratic complexities in securing Governmental facilities to set up industries is the number one problem in the way of industrialization of the country. MH also indicated that experienced consultants are not available to minimize many of the problems faced by the industries. The experts available are not careful and sympathetic in finding right solution of the industrial problems at right times. On the other hand, MH indicated that his luck favored him much, and he was successful in utilizing the opportunities that he got with hard labor and dedication.

Mr. MH is blessed with 3 sons and 5 daughters, all the sons are Masters degree holders and each of them is very serious and sincere in working as the director of the group. MH's only regret is that his father could not see his prosperity and achievements made by him all through. Mr. MH stated with choked voice that in 1952, at the time of his marriage, his father-in-law was very much reluctant to agree to the proposal by stating that MH was then an almost destitute who had no property at all.

### 13.3 Mr. Abdul Khaieque Pathan

Mr. Abdul Khaleque Pathan [AKP], owner of Khaleque Group of Industries hails from Konabari, Gazipur, Dhaka. The Enterprises under the ownership of Khaleque Group as on 16-08-2000 are :  
i. Khaleque Knitting & Garments Industries Pvt Ltd., ii. Keya Cosmetics, iii. Khaleque & Co. [Bricks],  
iv. Bandhu Bricks, v. Keya Detergents Ltd, vi. Khaleque Trading House, vii. Poly Advertising Firm,  
viii. Keya Spinning [proposed], and ix. Keya Sweater Ltd. [Proposed]

#### 1. Early Life:

Mr. Khaleque was born on the 14<sup>th</sup> May, 1959 at Jarun, Konabari, Gazipur district of Dhaka. His father was Mr. Abdul Pathan and Begum Alek jan was his mother. Mr. AKP started his education in the Hatimara High School from which in 1979, he passed the S.S.C examination. For financial reasons, he could not continue his studies. Mr Abdul Khaleque Pathan had early marriage around his twenties.

#### 2 First Entry into Business

Since boyhood, Mr. AKP had entrepreneurial vision. And for that reason, after the school hours, when his classmates used to play in the evening, Mr. AKP would sell chocolates, cigarettes etc. from which trade he saved some money to buy chicken, ducks and goats. Mr. AKP then would buy chickens from one market at a lower price to sell the same in another market at a higher price. Thus, he earned some money and with that he along with one of his friends, started partnership business of chickens. His partner, once sold all the chickens bought and kept in the partner's house for resale without AKP's knowledge but pretended that these were eaten up by foxes, late at night. But after some time, AKP came to know the truth and could realize that his partner deceived him with false information. This made him upset & aggrieved and thus the partnership was terminated and Mr. AKP lost all his savings that he invested in partnership business with his friend..

#### 3. Opportunity had and utilized

Mr. AKP, losing all his savings became frustrated. At this time, his wife rescued him by giving Tk.600 only. He then of his own without any partner restarted his business with the little money that his wife gave him. She also allowed AKP to sell her ornaments to start a business. With this money, Mr. AKP took lease a pond for fish cultivation. Around the same time, Mr. AKP's father-in-law offered him a supervisory job in his brick field with a monthly salary of Tk. 600. But the man in whom the entrepreneurial spirit was burning, could not remain satisfied with the job. As such, he left the same and borrowed some money to supply firewoods to different brick fields of the locality.

In business, three things are necessary  
- Knowledge, Temper and Time  
- Feltham.

Mr. AKP was honest & sincere in making timely repayments of the borrowed money with interests due to his lenders. This had proved Mr. AKP as a trusted person and the lenders used to extend him any amount of funds whenever he needed.

This is how, in 1983, Mr. AKP applied for a truck on credit from the Progati Industry with a down payment of Tk 40,000 of which he could mobilize only Tk 25,000 of his own past savings and the remaining Tk. 15,000, he raised from the lenders. With hard labor and maximum capacity utilization of the truck with a driver in the day time and Mr. AKP himself used to drive the truck by night, Mr. AKP was able to earn substantial amount. With the money earned and saved from both firewood supply and truck businesses, Mr. AKP was able to make the full repayments of the truck loan much earlier than required. He was well aware about the mechanisms of brickfield business and the ways of making handsome profit from such business. It is therefore, AKP was always aspiring to be the owner of a brick field. There came an opportunity when Mr. AKP received a loan of Tk 3 lakhs from Sonali Bank and started a brickfield in Gazipur. Under his dynamic management, in the following year, the small brickfield grew into one of the largest brick fields in the country. Mr. AKP is now the owner of five giant brick fields in which Sonali Bank extended as loan Tk. 70 lakhs. The plant is now [mid 2000] producing more than two crore pieces of bricks per year. The financial assistance of Sonali Bank helped Mr. AKP to a great extent and encouraged him to enter into new industrial ventures while the brick field project enjoyed the fruits of success.

Towards the end of the eighties, he noticed that the foreign exporters were very much eager to buy garments' products from Bangladesh. The government of Bangladesh also gave preference to this sector. The upshot was a knitting and dyeing industry and it became an instant money-spinner. An entrepreneur with a big ambition, Mr. AKP was yet to be satisfied with what he was involved. He applied for loan to the Sonali Bank to establish a 100% export-oriented knitting garments unit. But the Bank rejected his requested loan with the plea that he had no previous experience in garments business. At this, he was not discouraged and with his own money, Mr. AKP imported 10-12 machines of Indian origin and started a knitting garments though in small scale. He was able to make good exports of the garments. Two years after starting the knitting factory, Mr. AKP again applied for loans to the Sonali Bank to start a composite garments industry. This time, in 1991, Sonali Bank sanctioned Tk. 2 crore 5 lac for the purpose. Initially, this composite mill produced 2 lac pieces of garments which gradually increased and now in the middle of the year 2000, Mr. AKP's composite mill is producing 12 lac pieces of garments annually.

An entrepreneur with a big ambition, Mr. AKP was yet to be satisfied with these ventures. So after earning a lot of money through brickfields and garments business, Mr. AKP looked for a bigger one. This time cosmetic industry, long an import based one, caught his attention. For decades, the local consumers nurtured the tendency to use foreign cosmetics in lieu of local cosmetics which were mostly cheap and below standard. This way a huge amount of foreign currency goes away from our country. Mr. AKP first looked into the feasibility of running a world class cosmetic company in Bangladesh and when he got the welcome call, he did not wait but entered into the business of cosmetics.

Thereafter in 1996, Mr. AKP commenced his cosmetics industry with a product of coconut oil. The brand name of his product is Keya. Keya coconut oil was marketed in 1997 and since then the quality of the product is strictly maintained. No wonder, the women of Bangladesh love this product and it is now one of the most favorite products for their household use. It took him only a few months to market the whole range of Keya products across the country. And the initial response was so good that some of the foreign brands had to change their marketing strategy. Today, Keya is a respectable brand, one that exudes confidence. •

Besides Keya Pure Coconut Hair Oil, The Keya Cosmetics Limited is now marketing Keya Talcum Powder, Keya Super Beauty Soap, Keya Super Lemon Soap, Keya Petroleum Jelly, Keya Laundry

Soap and Keya Lip Gel throughout the country. High quality cosmetics industries in Bangladesh located in Jarun, Konabari, Gazipur. Keya Cosmetics Ltd. came into being in 1996 at a cost of 12 crore and launched production early 1997, as a sister concern of the Khaleque Group of Industries. In the middle of the year 2000, total cost of the project stands at Tk. 40 crore which is quite evident of AKP's aggressive efforts with excellent management.

By dint of sincere efforts, to win the hearts and minds of the populace and by adopting the right strategy of quality backed price, Keya products have found a niche in the local market. For maintaining the quality, the company added sophisticated European machinery in the factory and the whole production process is mechanized. The production unit of Keya is equipped with modern quality control procedure and a microbiological lab with the latest technology run by a group of top professionals. Each stage of production undergoes rigorous testing and quality control process. The finished products are again tested to ensure the desired standard of quality before placing them in the market for sale. The raw materials and active ingredients of products of the Keya Cosmetics Ltd. are mostly imported from the reputed manufacturers of Malaysia, Indonesia, Italy, France, Germany, Japan, Singapore, England, Switzerland and the U.S.A. Keya Cosmetics Ltd currently, occupies a huge share in the cosmetics world of Bangladesh and its fragrance has spread over the foreign territory as well. Now the project in fulfilling the long cherished desire of the people by supplying international quality cosmetics and toiletries products within the normal range of people. Keya cosmetic products in huge quantities are regularly under export to India, Nepal, Bhutan, Saudi Arabia and other countries. The demand for these products in those countries are constantly increasing because of excellent quality.

#### **5. Hurdles faced and overcome**

Mr. AKP, when initially started his brickfields, some local people out of jealousy disturbed him very much. Afterwards, when he started Keya Soap Factory, one of his competitors filed suit against him and he was taken to the custody to socially harass him. His competitors and personal enemies, in all, filed 12 suits in number of which by the mid 2000 in 11 cases Mr. AKP was proved innocent in the court of law. Interestingly, Mr. AKP filed not a single case against any such persons, nor even in any way he tried to harass any of them. The fact is that Mr. AKP's products are increasingly gaining markets compared to those of his competitors. He was never cruel to take revenge to his enemies rather all through nice to those local people who in various ways were previously hostile and harassed him in his initial days of business but later, whenever approached their wards were given suitable jobs in his firms without any hesitation.

#### **6. Social Contribution**

Mr. AKP helped to promote a college in his locality named "Hatimara College" in which he donated Tk. 14 lacs to construct a college building. In Hatimara School in which Mr. AKP studied, he regularly contributes Tk. 10,000 per month as a part of the salaries for the teachers. Besides these, Mr. AKP donated Tk. 2 lacs of which Tk. 1 lac in cash and the another in bricks for the newly established Konabari College in addition to making regular monthly donation of Tk. 25 thousands towards payment for the salaries of the college teachers. Mr. AKP contributes Tk 5 thousand per month as regular donation to the Dhaka Allergy Hospital. From the income of the brickfields, Mr. AKP as a regular feature, distributes Tk. 1 lac per month among the rural poor of the locality. He is known to have donated substantially in the development of a number of mosques, madrasahs, and orphanages.

#### **8. Family Life**

As stated earlier, Mr. AKP married in his twenties. He is blessed with one son and two daughters. All the three children are currently studying - the eldest one is daughter who has appeared at the H.S.C final examination from the Dhaka Board. Small fishes and vegetables with rice is his favorite dish. He loves maintaining a simple life.

## 9. Recognition

Since 1996, Mr. Abdul Khaleque Pathan has been recognized as one of the Commercially Important Persons [CIP]. Mr. AKP, one of the reputed entrepreneurs in industrial sector for his excellent export performance, was awarded the National Export Trophy for the year 1996-97 by the government of Bangladesh.

## 13.4 Mr. Abul Kasem Haider

### Early life

Abul Kashem Haider, Chairman of the Youth Group was born in Mogdhara Union, Thana, Shandip, Zilla, Chittagong in 1st April 1954. His father Alhaj Sekander Hossain was an educationist and his mother Shafia Khatun was a housewife. At that time, the education environment of Shandip was very much discouraging. In most cases, schools & colleges were far away and there were no regular means of transport. This had negative influence among the students making high rate of drop outs. He was the 4th issue of his parents. His father was very much conscious about the children's education. For this reason, all the brothers & sisters of Mr. Haider had to get themselves admitted into the schools and all of them were regular in their studies. Mrs. Shafia Khatun like her husband was careful for the education & particularly religious orientation of the children.

### Education life

In 1959, Mr. Haider was in the Daiter Goo Government Primary school which was two miles away from his house. He secured scholarship in the talent pool scheme for class V and was admitted into the Sandip High School. From this Mr. Haider passed the SSC examination in First Division with four letters. After that, in 1969 he was admitted in HSC class in science group in the Chittagong College. He was staying in a college hostel and was enjoying 3 stipends/ scholarships at a time including the one from the Board. Though due in 1971, he appeared at the HSC final examination held delayed for the war of the liberation, in the year 1973 and was placed in First division with 3 letters. In the same year, he was admitted into the Dhaka University to study honours in Soil Science. In 1979, he passed the honours final examination and in the year 1981, [exam of 1980] he secured first class in his MSC examination in Soil Science.

### Service life

Mr. Haider started his practical life with a Government job as a customs Intelligent & Investigation Officer in the Anti-Corruption department of the GOB. He succeeded in arresting a big blackmarketeer & smuggler during a few months of his job. This made many of his colleagues angry and they had been noncooperating with him in the discharge of his duties. He, therefore, left the government job in 1982 and managed another job as an administrative officer in the Rabeta Vocational Institute with a monthly salary of Tk.1500/.

### Conjugal life

While in Rabeta service, he married in 1983 in Dhaka. His wife Mrs. Afroza Khanam, D/o Mr. Asaduzzaman, Headmaster of the Munshigonj Academy did her Hons. & Masters degree from the Dhaka University. Mr. Haider is blessed with one son and two daughters.

### Business life

He started his business life from 1982 when he was employee of Rabeta. He jointly started a supply business with one of his friends named Mr. Altaf. After some time from this business, he succeeded in saving some money. With the money that he saved from the supply business, he hired a shop in Kalyanpur. Income from the shop and salary from the job made him somehow maintain the family. Meanwhile, a stranger who introduced himself as Feroz came to meet Mr. Haider in an evening. Mr. Feroz intimated that three of them including Razzaqul & Billah recently returned from Germany. They planned to begin a garments business but their saved money appeared to be inadequate for the purpose.



Mr Feroz further told that he had heard of Mr Haider from some of his relations about Mr Haider's good connection with the Islami Bank Bangladesh limited [IBBL] from which they might have approached for required investment opportunity. That was how Mr. Haider made a Group with Mr. Firoz, Mr. Rezzaqul, Mr. Billah and started garments business with 31 machine only. The three started their business which was named as the Youth Group [YG] in 1985 was at 29 Air Port Road.

As the size of the YG was small it was difficult to secure orders from the big parties. It is therefore, YG was looking for subcontract from some big suppliers. The first of the subcontracts was had from Mr. Musa, proprietor of the Bon Garments [BG]. Seeing satisfactory transactions, BG offered the YG for the first time a L/C facility of \$25,000. YG thus entered in the export market and earned substantial confidence. Mr. Haider thus with greater courage wanted to expand the Group. To supplement their own resources, Mr Haider of YG planned to approach the IBBL for an investment facility of Tk 11 lac. IBBL without mortgage refused to extend the facility. But none of the four partners at that time had any urban land to offer to the IBBL as mortgage.

It could be remembered at some point that Razzaqul's brother-law Mr Nur Safa at that time stayed in Dhanmondi and he had some urban land. All the four partners then went to him and requested Mr Nur Safa to become their partners and to offer his land as mortgage to manage an investment facility of tk. 11 lac from the IBBL Mr Nur Safa gladly gave the land documents to offer as mortgage but he refused to become one of the partners of the YG. That was how, YG expanded its business with IBBL's investment facility of tk 11 lac. Thus, larger number of machinery and workforce could be arranged which enabled the YG to have bigger exports.

YG was then desperately looking for reliable foreign buyers. In the process, a Korean company known as Kion Trading Co. Ltd. [KTCL] appeared as the first direct foreign buyer from the YG. Since then till writing this report, Mr. Haider and their YG, was continuously expanding the volume of both production and exports without an major failure.

In 1984, YG established Dewan Garments in Fatullah and also in the same year bought Chowdhury Apparels (Pvt) Limited. In 1985, YG set up Panorama Printers which afterwards with the assistance & advice of the KTCL converted into Kion Trading & Packaging Industry in 1986. As there was no such industry in the country then this unit was making very satisfactory business with monopoly. In 1988, Mr. Haider's YG managed to buy the South East Fabrics [SEF] that was located in Tangail. With aggressive efforts, the SEF was converted into 100% export oriented Towel Factory. Three years after in 1991, YG purchased the Kanchpur, Sonapur, Narayangonj Impact Thread Ltd which was exporting its 100% threads outside the country. Two years after in 1993, YG was able to buy three more industrial units: [i] the Unicom Textile Mills Limited; [ii] Dewan Apparels and the [iii] Youth Fashions limited. In the same year [1993], YG set up a buying house under the style Fair Deal Enterprise. In the year following [1994], YG bought a piece of land in Sewrapara and succeeded in building its own 10-storied building known as the Youth Tower in which the Group Head Office and gradually other units of the Group were transferred. All the units of the YG since 1996 have been engaging in 100% export business. YG succeeded in exporting goods to the tune of tk. 145 crore in the financial year 1999-2000.

In 1998, YG set up the Global Beverage Company Limited [GBCL], the factory of which is located in Gazipur. The GBCL was developed in collaboration with the Virgin Group of the U K- the later allowing the former in producing & marketing four types of drinks in the local market, Virgin Cola, Virgin Orange, Virgin Lemon and Virgin Diet. YG since 1999, has been marketing these brands of beverages in the local market.

YG is planning to make further access to a number of sectors like: food, medicine and media and the like.

**Hurdles Faced & Overcome:**

Mr Haider indicated with irritation that currently, there is the need for bureaucratic formalities of loitering in 17 points to secure licenses for a factory. Frequent changes in GOB policies with regard to import- export besides industrial matters cause the entrepreneurs face newer problems. He also indicated the noncooperation of the public offices, corruptions, bribes & kick-backs required to make the files move, political instability, poor law & order situations, the need for making regular forced subscriptions, labor troubles, port troubles, transport & communication inefficiencies as the main hurdles standing in the way of smooth industrialization of the country.

**Factors that made the YG and Mr Haider Succeed:**

Mr. Haider sincerely admitted that the group of four & their YG succeeded primarily because of two reasons: [a] tax- holiday & organised assistance allowed by the GOB and [b] sympathetic liberal investments provided by the IBBL. Mr. Haider confidently said that YG never failed in making timely repayments to the IBBL, never waited for reminders and undue adjustments. A number of both internal as well as external factors were also hinted by Mr. Haider for his rise as an entrepreneur:

- [i] Unique trusts, confidence & understanding among the partners;
- [ii] Austerity in using business resources by the partners rather unfailing emphasis on the continuous ploughing back of the surplus in the business;
- [iii] All the partners maintained cautiousness to stay away from avoidable political involvements;
- [iv] Maintaining a simple life style with religious flavor.
- [v] Careful and calculated attempts avoiding restless desire to become rich over night.

**13.5 Mr. Jahurul Islam**

Jahurul Islam was one of those who have been discussed very frequently in the history of business and entrepreneurship in Bangladesh. He was born in Bhagalpur, a village in Bajitpur thana under Kishoregonj district. His father Mr. Aftab Uddin was a tiny contractor in Mymensingh district board. His father had small income with which he used to run his business staying in his village home. His mother Mrs Rahima Aktar was a very pious housewife. She was very well known amongst her neighbours. Mr Islam lost his father in 1972. He was the second son of his parents. He had four more brothers and three sisters. Jahurul Islam had very simple and ordinary boyhood and was fond of making friends from middle class families only. He started his schooling in Chandragram local Patshala and then in the Shibnath High School. When he was a student of class five, he was sent to his uncle's house in Calcutta, where he studied in Chetla High School. But due to the transferable job of his uncle, he had to shift to a number of schools.

In 1945, he passed matriculation from Ripon High School. Later, he went to Bardwan, where he studeid I.A but he failed to pass in the final examination. In 1948, he appeared again from Haraganga College at Munshiganj. This time also he failed which brought the end of his formal education. From the very boyhood, Jahurul Islam had a knack towards carrying on independent business. He conceived the idea from his father's business. In 1948, he joined a job in the C&B department with a monthly salary of Tk. 77.5. Later on he became a lower division clerk in the same department with a monthly salary of Tk. 80. In 1951, after a period of two and a half years he left the job and started his business as a 3rd class contractor with a very little amount of money that he could manage. Initially, banks did not render him any financial assistance. At that time, there were a lot of works available in Bangladesh and he did his business with utmost sincerity & devotion and by 1953 he gradually became 2nd Class and then a 1st class contractor. He had very good liaison with the government authority and thereby he started getting a lot of contract jobs. He used to do all types of construction works i.e building, road, bridge, irrigation, sanitation, sewerage and many others from which he could build a lot of wealth.

He realized in the mid of 50s, that in course of time, Dacca (Dhaka) would grow very fast and would require lot of accommodation facilities. As such, he started buying lands in the city and preferably in the city outskirts where the price was very nominal. Thus, he became the owner of a huge land in the areas like Mirpur, Savar, Joydevpur, Kaliakoir, Rupashi and in many other areas. These lands were bought at a very low price. He used part of the purchased land as industrial plots and the remaining lands as housing estates. Gradually, the value of land increased and he could thus by selling lands at a higher price mobilized a lot of capital. In the sixties, during the period of president Ayub Khan, the then government took up a lot of development works. At that period, a number of industries of various types namely Jute, Cotton etc were established. Jahurul Islam, besides his construction business, set up a good number of industries. In 1960, he set up a timber factory in Chittagong, glass factory in Zinzira and also a pharmaceutical industrial unit.

In his business and industries, Jahurul Islam as an entrepreneur had the best time between 1960 and 1970. His firm Bengal Development Corporation Ltd at that time, constructed a lot of houses in Dhaka and Chittagong. By this experience, he realized that large number of middle class families in the cities, would soon be eager to buy houses if these could be developed and constructed in the suburb areas. He understood that as a policy of the government, the potential buyers would most likely be financially assisted by the House Building Finance Corporation. Realising this, in 1964 he organised Pallabi Housing Ltd on one thousand acres of land. In the project, a family could buy a flat making only Tk. 3000/ down payment and the rest amount could be repaid on installment basis. Some high priced flats were also made available. At the same time, he established Sonali Jute Mills and some other industries near Dhaka. During the period of 14 years from 1951 to 1964, the size of his investment was multiplied to several crore Taka.

Jahurul Islam was very sincere and devoted to his business commitments. During the Ayub region in 1963-64, Govt. of the then Pakistan decided to build the Parliament building but the time allowed was very short. Jahurul Islam got the contract and within 40 [forty] days he finished the construction of the Parliament building at Tejgaon near old airport. Later, he constructed a 60 room, two storied MP hostel within 35 days only. It was an unique performance in the field of construction works in a record time. He of his own used to immediately made repair or even would reconstruct without asking for any additional finance, if any defect of his work, could have been detected.

In 1970, Mr Islam got the contract of 5000 deep tube-wells. It was really a great achievement in the face of foreign competitors. After liberation, he got the proportionate share of the same contract as was due for the part of Pakistan now Bangladesh. He built the infrastructure for training and service support in the country which could not be made earlier in spite of foreign assistance. After the liberation, his business suffered some setbacks due to the government's nationalization policy. At that time, Jahurul Islam used his talents at home and abroad. He involved himself in construction in the Middle-East countries. In 1977, he started building 5000 houses in Abu Dhabi. In the next two decades he built thousands of houses at home and abroad. Jahurul Islam was very optimistic about the economic development of Bangladesh. He believed that use of gas, oil, leather and cheap labor could be justifiably used to enhance our income and lifestyle as well. In 1982, with Japanese assistance, he established Aftab Automobiles Ltd to assemble vehicles at Chittagong. At present, it builds bodies of different types of vehicles, especially jeeps and pick-ups that are seen on the road.

He established Bengal Development Corporation Ltd and Islam Group of Industries, the employment opportunity of which are exceeding 5000. Some of his other establishments are: Millners Ltd, Eastern Housing Ltd, Navana Ltd, Essential Products Ltd, Dhaka Fibres Ltd, Navana Sports, Navana Industries Ltd, Millners Pump Ltd, Islam Brothers' Properties Limited, etc. which signify the dreams of Jahurul Islam. In these establishments he had almost one hundred crore taka worth of investment.

In personal life, Jahurul Islam was very simple and economical. He didn't have any bad habits of smoking and likewise. He used to wear very simple dress, usually *pajama* and *serwani* even while he used to move abroad. He used to have very normal food especially rice and fish at day time and chapati at night. In every morning, he used to say *fajr* prayer and after that take a nap. Then, he used to start his days routine that would take him to end mostly till midnight.

Jahurul Islam died in 1996. But the people of Bangladesh will ever remember his name because of his achievements in the field of economic development of our newly liberated country. He believed in the theme of total business along with his family members. He had a very positive outlook towards business. He faced many difficulties in his way of business life but he successfully overcome all those with positive spirit and concerted efforts. He never deprived any body from his due share. Even he had very positive attitude towards his competitors. Besides his entrepreneurial achievements, he had a lot of enthusiasm for social works and educational fields as well. At the end of his life, in order to encourage medical education, he established in his own locality at Bajitpur the Jahurul Islam Medical College which is currently considered as a dependable college for medical learning in Bangladesh.

#### 14.6 Mr. Sheikh Akijuddin

In the early forties, a boy was missing by taking taka seventeen from his father's cashbox. This boy is today known to us as the famous industrialist Sheikh Akijuddin who hails from the village Madhadanga, Phultala upazilla in the Khulna district. Akij fled from his house and went to Calcutta. In those days, he had no relative in Calcutta. For this reason, Shialdah rail station was his shelter. He used to search some kind of work all through the day and at night would return to the platform of the station to sleep using bricks as pillow under his head. He was born in the village Madha-danga in 1930. His father Sheikh Mafijuddin was involved in the Aratdari meaning wholesale business. His mother's name is Matina Begum. He is the only child of his parents. His father was also the only son of his grandparents. At the very beginning, he knew how to struggle in bad days. His father Mafijuddin was a supplier of paddy, rice, coconuts and day-to-day used available products. Mofizuddin used to supply these goods from Noapara under Tennore to various parts of North Bengal. Side by side, he also used to supply labor to Tennore. Akij was admitted into a school, but he Akij used to remain away from the school. He was rather more interested in his father's business. His father taught him various techniques of business. At that time, one day his father once scolded him seriously; consequently he left his house and went to Calcutta.

In 1942, when he was in Calcutta, the price of per 40 KG rice was only Rs.3/ and news paper used to be sold a copy for one paisa only. Seventeen Rupee then had enormous purchasing power. In that time, he was deeply concerned about the income generating activity and was looking for a good business. One day, he was introduced to the owner of Jakaria Hotel. The owner was very much sympathetic on Akij because of his innocent face. The owner of the hotel then agreed to give Akij shelter and food.

One day, when he was passing through Ramlochan street, he observed that some mobile retailers purchased fruits from the street sellers on auction and could be learned that they use to sell those to different parts of the city. This process attracted him very much and he himself engaged in it. One day, he purchased four basket of orange and sold those standing over the Hawra Bridge by giving 2 ana to a labor for carrying those and 2 paisa to polices as bribe for allowing him doing so. He, that day, earned as profit 30 paisa. That was his first earning. He continued that business and after some time his capital become Rs. 300. He normally used to eat satu [very cheap ordinary food made of leftovers of pulses while crushed] and the total expenditure, for meal purpose, was 6 paisa only per day.

At that time trading groceries was very popular and profitable in Calcutta. He opened a shop named 'Nilam Wala, Chay Ana' where every item kept for sale was six ana only. Shopkeepers sold their goods through reciting Hindi rhymes but Akij did not know Hindi properly. So, he hired an assistant for reciting Hindi rhymes but within a short period, Akij learned Hindi. One day, he was arrested by police. The court sentenced him 3 days jail and penalized Rs. five. At this, He was very much disappointed. After being free from jail, he sold all of his business goods and four wheel van. He kept his money as investment with various businessman but no one cheated him.

It one stage, in Calcutta, he was introduced with a peshawari businessman. Akij went to Peshawar with that person. Akij stayed at his home and again involved in the trading of fruits. He stayed there two years and learned Pastu language. He returned from Peshawar to Delhi with Rs. 8000 and then to Calcutta again and stayed there for about a year. After 2nd World War, he came back home with ten thousand rupees as hard cash in hand. His parants were very emotional because of his returning from abroad. They were very much pleased to see Akij. But his parents didn't see the success of their son. They died within a short time. He took Shakara Khatun as his life partner at the age of 18/19.

Akij is a prominent industrial person of our country for producing local cigarette & tobacco manufacturing. He got his preliminary knowledge about cigarette from Nithai Chandra Das. At that time 'Bidhu Biri' produced by Bidhu Bhushan-his friend's father was very popular. Akij was very close with that family because he used to deposit his money to Bidhu Bhushan.

Akij's mother informed him before her death that his father had kept some money for him in the roof of their house and under the earth besides a tree. He recovered some of those money and rest was lost.

Akij started his biri/cigarette production in the year 1952. In those days, he established a grocery shop near Begerdanga rail station and accumulated the investible funds required for the cigarette business through trading in the shop. In 1954-55, Akij invested a capital of Rs. 60,000 but one night his shop was totally destroyed by fire. Local people collectively rebuilt that shop. Wholesaler also supplied goods on credit. Because of his honesty, devotion and hard labor, total value of the goods belonged to the shop touched about Take one lakh. Side by side the grocery business, he used to produce biri/cigarette for local sale. The brand name of his Cigarette is Aakij Biri. From 1954, he printed label for his biri/cigarette. Initially there were three technicians for such biri/ cigarette making. His brand got popularity rapidly, and expanded its markets behind the territory of village, even to the Dhaka, the capital of the country. In 1960-62, there were 250 workers working in this factory. Side by side, he engaged himself in the business of rice, jute, paddy etc. Because of his simplicity & trust everybody believes him and cooperates with him.

Despite the vulnerable political condition of our country during 1970, he operated his business in full extent. In that year, he purchased 40 mond gur @ 42 Taka per mond which after 2 years, he resold @ 160 Taka per mond. In the meantime, the price fell down to Tk. 16 per mond but he did not sell those. He had also purchased 1,500 mond of pulses [dal] @ 16 Taka per mond but sold those @ Tk. 65 per mond after 2 years. It was the way Akij made the capital for greater investment.

After this, the history of an industrialist began. Akij purchased lot of cars, houses, plots and extends his business facilities to the present size. Now, he is the owner of some tobacco factories, Akij Navigation, Akij Jute Mill, Match Factory etc. His fame spreaded all over the country. He has a well furnished office at Dilkusha C/A, Dhaka named Akij Chamber from where he look after his business. At present, his age is 62 and he is working 16-17 hours a day. There are twenty five thousand workers working in these factories & offices. The total value of his property, present, exceeded Tk. 100-Crore.

For business purpose, he traveled India, Pakistan, USA, Holland, Italy, Japan, Singapore etc. His personal life is very simple. He loves to wear *panjabi* & *pajama*. In conversation he use local

language. He finds difficulty in using even fine bengali as used in the urban people – not to speak of some simple English. He normally talked to foreign business partners with the help of bi-linguist or translators. His favorite food is red vegetables and small fishes. He exercises regularly and use hot water in every season while taking bath. Major portion of time in a day, he spends at his office. He also takes lunch there. He is successful as a father as well. He has ten sons & five daughters. His eldest son is a doctor, eldest daughter-in-law is also a doctor. Akij believes that the core capital of business venture is his honesty & dedication at the same time gaining confidence of other people with whom he came in contact in course of his business.

Besides his business, he is very much aware of the need to keep his social commitments. For this reason, he has established a school, an orphanage, a hospital and various social welfare oriented organizations. Everybody trusts him, for that reason, he also trusts others. His vision towards life is very positive. Akij says, "I firmly believe that if a person is honest & sincere at work and keeping promises, then one day he must reach his goal or destination". As per his statement, "we came in the world with bare hand and must go with bare hand." He thinks that the properties are gifts of Allah.

### 13.7 Hazi Gul Box Bhuiyan

Hazi Gul Box Bhuiyan is one of those famous industrialists and entrepreneurs who came up by their labor, sincerity and honesty. He was born in 1913 in the village Murtuzbad of Ruggong Thana of Dhaka District. His father's name was Elahi Box Bhuiyan and that of his mother was Tuki Bibi. Elahi Box was a farmer who also, often, used to do business in low scale of jute with his brothers. He used to purchase jute from near by villages and sell those in Narayanganj.

Gul Box was the second issue of his parents. His mother died when he was only six years old. Then his grand mother took care of him. His father married for the second time his aunt i.e. sister of his mother. She also died after the birth of a daughter. His father got married for the third time. Gul had four step brothers and four sisters.

Gul box studied upto class eight in Murapara high School. As a student, he noticed that almost everybody of the village had looms in their house and worked with a loom in off-time. But everyone collected thread from Narayangong city. At that age, he realized the necessity and got involved in the business of thread without the knowledge of his father. His capital was very small but he continued the business for four years. After that, Gulbox hired a shop at Bhulta bazar. He used to collect threads from different wholesalers of Narayangonj city. At that time, the threads were mainly imported from Calcutta, Dhakeshwari and Chittaranjan Cotton Mills. He used to carry the threads by himself to the bazar. He was very hard working, polite and well behaved to all. He always kept his words & promises – that was why, the wholesalers of Narayangonj supplied him threads on credit.

In 1939, the Second World War started and Gulbox was selected as a dealer of food items in Murapara bazar. His success in this field helped him to be selected as a government dealer of threads in the next year. So long he used to work in a hired shop, in 1947, he opened a shop of his own in Narayangonj city. The wholesalers always gave him suggestions and advises in his business. In 1953, he was selected as the wholesaler and the businessman from Narshingdi, Madhabdi, Baburhat, Shahjadpur, Pabna, Tangail used to collect threads from him. There was an incidence of his honesty which is remembered by all. It was 1953, when Gulbox purchased threads from Arab Limited of Narayangang. The price was sixteen thousand taka at that period. Once when he opened the supplied boxes of threads, he found that he was given doubled threads in place of singles. All the relevant documents sent by the suppliers were also prepared for the single threads. The threads was the imported lots from West Pakistan and the cost of the double threads were about forty thousand taka. He ordered his

workers to stop selling the received lot. He informed the case, in details, to the wholesalers in Narayanganj. The businessman of West Pakistan was amazed seeing the honesty of a Bangali citizen Gulbox. Later, they trusted Gulbox so much that they always supplied him threads on credit only. They also co-operated with him by their suggestions and even helped him with needed supports to establish cotton mills in the then East Pakistan.

Gulbox got married in 1933. He married Shahitunnesa, the daughter of Aishali Pradhan of Utrapur village in Arahazar Thana. He was then only twenty when he got married. He had six sons and four daughters. The eldest son Mujibur Rahman Bhuiyan was always with him in the business.

Gulbox marked that the clothes prepared in the village looms could not be ironed for the non availability of such plant. He was very intelligent and took the opportunity to establish a calendering plant in 1959. He started this plant with only 10/12 workers.

The jaminder of Murapara, when he left for Calcutta during Partition of India, handed over his house to Gulbox. In 1959, he established Gausia Cotton Spinning Mill in the courtyard of that Jamindars house. He got loan from the bank easily. He was the Managing Director and other family members were the directors of the Mills. In 1960, he imported 12,500 looms from Japan and added 175 looms in 1961. About 700 workers were working in the mill. Almost 5000 pounds of threads were being produced in the mill per day.

At that stage, his business expanded and he became the owner of three more mills within next 6/7 years. He established Gausia Jute Mills consisting of 250 looms beside the cotton mill. It was a public limited company. He had 40% ownership and the rest capital was provided by the erstwhile PICIC. He imported all the machinery from the United Kingdom. About 1200 workers were engaged in the factory.

East Pakistan Industrial Development Corporation (EPIDC) was formed to develop industries of East Pakistan. In the mid 60's, EPIDC started withdrawing investment from many mills. Gulbox Bhuyan was the president of Murapara Union Board during 1948-60 and, as such, had a cordial relation with the regional governor. He purchased Kaligonj Moshlin Cotton Mills in 1968 by one and a half crore taka from EPIDC. Here, his share was of Taka 60 lakh. There were 5000 workers and 750 looms in the mill. Poplin, shirt piece, sharee and cotton threads were produced in this mill. In the same year, he also purchased Ahmed Silk Mills in Demra in which nylon and polyester clothes were produced.

Gulbox Bhuyan was also related with many socials groups. Once, he was the president of Narayanganj Cotton Business Society. In 1957, his father expired. In 1960, he established "Haji Elahi Box Dental Clinic" after the name of his father. He was also the founder of 'Murtujabad Darul Ulum Madrasa'. For the contribution and success in business, he was awarded the title 'Takmaye Pakistan' in 1968. He was very religious and used to say prayers five times and regularly paid Jakat. The industries he had before nationalization was mainly owned by him. The worth was about Taka 4-5 crore.

He was very simple man and passed ordinary life. He used to wear pajama, panjabi and tupi. He was very hard working. He always used to walk after *fajar* prayer for one hour. He worked from 8 AM to till midnight. In 1971, he was in Pakistan and returned to Bangladesh in 1972. But he became very sick and was reportedly suffering from cancer. He was taken to London for treatment. This great industrialist, at the age of 62 years, died in Narayanganj on the 19th of July, 1975.

### 13.8 Saleh Ahmed Chowdhury

Saleh Ahmed Chowdhury was born in 1926 in 'Hulain', village, 10 miles away from Patia upazila of Chittagong. He was from a low middle class family. He was the eldest among the four sons of Amin Sharif Chowdhury and Begum Abeda Khatun Chowdhury. They had no daughter. Amin Sharif

Chowdhury was a farmer and used to run the family with very limited earnings. Saleh Ahmed realized, that they are required to find out an additional earning ways to bring solvency of the family. He left the school when he was in class VIII. He decided to go for business as he had very little formal education. In those days, many people of Chittagong used to collect the commodities from the offshores of Teknaf and Cox's Bazar and would sell those in the Chittagong City. Most of them used to sell rice that were smuggled in from Burma.

Initially, as Saleh Ahmed did not have the required capital to start the business, his mother sold her ornaments and a cow for the purpose and thus managed tk 500 as capital. With this, Saleh Ahmed started the business in Chittagong. He would collect rice from Teknaf & Cox's bazar and would sell those in the Chittagong city. He made good amount of profit from this business. Meanwhile, his mother expired but Saleh Ahmed did not forget the contribution of his beloved mother. To show due respect to his mother's soul, he decided to work very hard and determined to become successful in the business. With this end in mind, he controlled personal & family expenses to build capital for a better business.

In 1947, his father Mr Amin Sharif Chowdhury also died, consequent upon which all responsibility of the family came on his shoulder. He was then only twenty and became a bit nervous. At that moment, there was no one on whom he could depend except his three younger brothers in the family. There was nobody to cook their food. His aunt came and took over the responsibility for few days. She was a widow. So Saleh Ahmed at an early age had to marry for the family. It was June of 1947 when he got married.

After the partition in 1947, Saleh Ahmed found that many commodities were imported in the country from different foreign countries. Before partition, these were imported from India. Saleh took the opportunity and started import business. He invested all his savings in indenting business and named the shop as the "Saleh Ahmed and Co". Later, he started export - import and clearing-forwarding business. These were inter-related businesses and did not require much of capital. He was thus able to achieve meaningful success in his business.

All his businesses was buying and selling only in which he did not have the charm for creativity. He realized that to gain success and social status, he should go for setting up industries. At that time, most of the industrialists were of non-Bengali origin. He wanted to prove that Bangalis have also capability to build industries if they had correct leadership.

He made a joint plan with one of his friends to establish a jute mill. Accordingly, they established a jute mill within a short span of time. But as the time passed, the relation between the two friends deteriorated. That was why Saleh Ahmed had to withdrew his capital from the joint business. Then Saleh decided to establish a jute mill of his own. Accordingly, he applied to the Government of Pakistan and got the approval in 1970. That was the biggest government approved jute mill in East Pakistan. He started the construction of the mill but when the liberation war started it was stopped. At this, he became very upset and again started his old business.

After the independence, Saleh Ahmed became hopeful again. But after a few days, government declared that all the jute mills would be nationalized like other industries. This news of nationalization made Saleh Ahmed very demoralized. But he did not give up his effort; rather he applied for a carpet industry in the country. He started his work to build up the carpet mill in his previous location of jute mill in Fauzdarhat. The maximum capital to build up the mill came from his personal and family sources and remaining from a bank as loan. Later, he repaid the loan in due course of time. The total cost was Take 2.5 crore. The mill was named "Saleh Carpet Mill".

Saleh Carpet Mills was inaugurated on the 25th January, 1981. The mill had the capacity of producing six lac square yards of carpet per year. Presently, it produces 4 lac square yards of high quality carpets.



Among all governmental and private mills, Saleh carpet mill is the prime supplier in the market of our country. About 30% of exported carpets are from Saleh Carpet. About 75% of the products of the mill are exported outside the country.

Late president Ziaur Rahman handed over few government mills to private sectors. Royal Textile Mill located on Aziz Nagar of Chittagong was one of those. Saleh Ahmed purchased it but could not control the labours of that organization. He faced a lot of administrative problems, and failed to make it a profitable industry. At last, he had to hand it over to government again.

In 1979, wife of Saleh Ahmed expired. He became very upset. He is very religious and punctual in his life. Though he was not educated but he established few educational institutions. These are Hulina Saleh Nur College at his home, one primary school, one madrasa and a technical institution in the same place. He leads a very simple life. He has two sons and four daughters. The eldest son has passed MBA from the USA and joined his business. Recently, his sons bought an old shipping company named Zasia Ship Breaking. Currently, total investment of Saleh Ahmed in all his projects is estimated to be about tk. twenty crore. He is known to work for 18 hours a day in his business.

Saleh Ahmed thinks that to be successful one should select his aim and to achieve that one should work very hard. No one can succeed without hard work. He feels that no body can be successful without realizing the value of time and if not careful about his own responsibility. Thus, Saleh Ahmed who started his business by selling his mother's ornament and a cow with hard labour & careful investment became very successful as an entrepreneur.

### 13.9 Mr. Mir Hossain Saodagar

Mir Hossain Saodagar is considered as one of the most successful entrepreneurs in Bangladesh. He was born in 1900 in the village of Noapara of Raojan thana in Chittagong district. His father's name was Karam Ali who was a small businessman of Chittagong. Mr Mir Hossain Saodagar was born in a Muslim Family. His mother Mrs Azizan was very pious and helpful to her neighbors. He got married in the year of 1920. The name of his wife was Olima Khatun. He had one son and one daughter. He used to lead very simple and easy life.

In his childhood, at the age of fourteen, he got admitted into the Noapara High School in class three. In the school, he was active in games & sports and would regularly participate in physical exercise. That was why, he was selected as the captain in charge of games & sports. His father died when he was in class X. Then for financial reasons, he could not continue his studies beyond class X. Thereafter, he was desperately looking for a job which after a few days he got as a forester. But he was not satisfied with the job. So ultimately, he resigned from his job and started a new small business.

In the initial days of his business, he had only around Tk. 3000 – 4000 as capital. In the Year 1930, he started cotton supply business but he could not succeed. Afterwards, it was because of his hard work, well concentration and high ambition, he became successful as an entrepreneur. He had earned enough money by supplying food to the armed forces. At the end of the First World War, he became one of the first line rich person in the country. He then started jute marketing business. In the year of 1951, he left this business. In 1954, he became the owner of Karnafuli Glass Factory which was later named as "Hossain Glass Works." In 1960 and 1963, he purchased two more companies named Wali Textile Mills and Habib Textile Mills. He was also share holder of Pakistan Co-operative Book Society.

Muslim Insurance Company Limited, National Cotton Mills, Pakistan Steam Ship Navigation Company Limited, Nasirabad Co-operative Housing Society Limited, etc.

Apart from business, he did lot of social works. He was the founder of Noapara College. He established many schools, madrasahs, orphanage centers, etc. Thousands of people are working in the organizations established by him.

### 13.10 Hazi Mohammad Jonab Ali

Hazi Mohammad Jonab Ali was born in 1916 in Sikarpur village of Comilla district. His father Sheikh Charu Miah was very polite, simple and a pious man. He was a simple farmer in his village and had no land of his own. He used to cultivate others' land to run his family with a very limited earning. Often, he used to borrow money from his relatives. His father died in the year 1944 at the age of 44.

Hazi Jonab Ali studied up to class II in his village maktab. Once, he asked for money from his father to purchase his books, his father abused him and said that he could not give any money to continue his study. His father became angry and instructed his son to try to earn and continue his studies at his own cost. Jonab Ali became very upset and disheartened hearing this from his father. He sold few seers of rice and pulse in the market from his house and managed one taka fifty six paisa (Tk. 1.56) only. He left the house with that money and decided not to return so long he was not established and took over the responsibility of his family.

He was only twelve at that time. He started selling vegetables in the market by that one taka and fifty six paisa. He passed 12 years in this business. By this time he saved Tk 3000/ with which he opened a little shop in Tripura Market now Known as Mainatola, 5 miles away from Comilla.

Though he had two salesmen, he used to look personally after the shop. In 1939, during the Second Great War Moinamoti was the base of British Army. He got a contract of supplying food to Army at a high rate. This business earned him tk. 20,000. In 1945, he opened a big departmental store in Sashangacha market of Comilla city. He had eight staffs in his shop. His business was then running in full swing. He was very truthful & a trusted man, therefore, the 'Marwari' supplier of old town used to provide him goods on credit.

After a few years, he purchased two buses named 'Sonar Bangla' and 'Green Arrow'. He used the bus service though the 'Comilla - Daudkandi' route. In 1950, he became the only dealer of Pakistan Tobacco in Comilla district. He found transport business to be very profitable and started investing money in this business. Every year he started purchasing one or two Bus or truck. He got 30% bank loan for this purpose. In 1947, during the Partition of India many hindus left this country. Jonab Ali used to purchase all their properties. He purchased two big hindu Jamindars' House in Kandirpar and Ashoktala of Comilla city. He constructed a house for him in area named Race-course. There he also established "Nur Transport Workshop" in the name of his son Nurul Islam. In 1968, he became owner of 70 buses and trucks and had about 200 workers.

Later, Jonab Ali was involved in village politics. He was the supporter of 'Krishok Sramik Awami League' led by Sarwardi. Regularly he used to deposit subscription to his political party. For the support of the party he always won the election and was elected either as union member or union president for 30 years. For political reason, he was arrested in 1958 and was in Jail for seven days.

1962, he got a license from food ministry for collecting seed of potato. He used to import seeds from Burma, Srilanka and Holland and sell those to the farmers. He continued this business up to 1970. At this time he had the capital of 25/30 lac taka and decided to establish industry. To establish a Textile Mill in area 'Companygong' which was 22 miles away from 'Shilpa Bank'. He purchased 40 Bigha land for this purpose. But later he could not implement his plan for some political reason. For business purpose he purchased a land of one bigha in Agrabad of Chittagong city and built a house for him.\*\*\*\*

In 1970, having the agency from Barma Eastern he established a patrol pump in Mainamoti on Dhaka – Chittagang route. It used to supply POL to different governmental and non-governmental offices. In 1970, during liberation war Jonab Ali went back to his village and stayed for one year. The Pakistani forces destroyed his 20/30 buses & trucks. Rest of the buses & trucks, were locked in the workshop. He started looking after his cultivable lands. The area of lands have also increased through a number of purchases. After the liberation war, he sold his transports at a low price to one his reliable staffs.

Since 1972, Government was importing potatoes in public sector. Then sensing the consequence, Jonab Ali opened a cold storage in Betka of Munshiganj district. When Jonab Ali found some previous businesses non-profitable, he slowly left those. The cold storage costed him tk. 20 lac. In the cold storage, his investment was tk. six lac and the rest he got from Bank as loan. About 25 persons were working in this business. In February month (1972), he was kidnapped by some miscreants and they asked 20 lac taka for his release; otherwise they threatened to kill him. Later, by the influence of some organizations he was released for taka 3 lac.

In 1974, Jonab Ali purchased 60% share of "Project Trading Cold Storage Limited" located at Kalighat of Munsiganj and invested 10 lakhs taka in cash. About 500 people were working there. In 1976 Jonab Ali purchased 50% share of 'Shams Cold Storage' near Comilla city in exchange of taka 18 lac. There were 20 workers working in the factory. In 1978, with the assistance of Bank he invested taka 35 lac in 'Jamal Ice and Cold Storage Limited' located at Betka of Munshiganj. He had 2/3 rd share of the total investment. In 1980, Jonab Ali established 'Mekas Cold Storage' at Mekas which was 8 miles away from Comilla city. It had the capability of storing one lac mond potatoes. He invested taka 50 lac in this cold storage. Rest of the money was bank loan. About 40 people were working there. These cold storages were his main business. Every time, he collected 25% product from farmer and stored those. Other space in the storage was rented to different people.

In 1978, he established a brick-field in Kabila of Comilla City. He used these bricks for his construction purpose. In 1972, he purchased 5 katha land in Malibagh of Dhaka and constructed a two storied building. He purchased land of 18 katha in DIT road and established wooden mill and started business of wood. In 1975, he purchased a land of 4 katha in Khilgaon of Dhaka.

Jonab Ali did not get scope to study and started business when he was only 12 years of age. Presently, he has a total capital of 2 crore taka. Now, he desires to open a Textile and Re-rolling Mill. He feels that he has the lacking in education. That is why he always provides monetary help to different school and colleges. He established 'Jonab Ali College'. He bears all the expenditures of this college. He also established a Madrasha for orphans of his village. About 50 students can study there at free of cost.

Jonab Ali was a very hard working and pious man. He leads a very simple life. He is very calculative in his expenditure. He never misuses his money. It is said that whenever he used his transport (Bus), he used to sit beside the driver. Though he had personal car, he rarely used it because of its fuel consumption. He used to walk to his destination where it was possible. He used to say "I should not forget my origin"

He used to mix up with the workers of his factories & enterprises. Often, he used to take food with them. He never felt shy for this. He was very successful in his family life also. He has four sons and six daughters. Eldest son Nurul Islam is a graduate, next son is studying MA, others are also studying at different levels.

His eldest son helps him to look after his business affairs. He wakes up early in the morning and goes to sleep at night. He is always busy and remains in his house for a short period. He performed hajj. Though his age is above sixty yet he has the capability of doing hard work and wishes to start new businesses as a sport.

### 13.11 Mrs. Anwara Begum

#### Early Days

Anwara Begum was born in the thirties in the village Ghorjan, Chowhali thana of Pabna district. Her father was Sujayet Ali and mother was Jamila Khatun. Her father was a Sub-inspector in the British Police Force who afterwards retired as an inspector. She did not have any comfortable stay in her two-mother family. During the II World War, her father was staying in Calcutta. When she was fifteen, she had to marry a 48 year old man with whom she had not a very comfortable conjugal life. She came back to her village after 1947 along with her two daughters. Her husband stayed in Calcutta.

#### Education

She started her schooling in Saleha Ishak Girls High School at Sirajgonj when she was seven. But due to the conservative attitude of the society, she had to discontinue her studies only after IIIrd Standard.

#### Initial Step in Business

In 1951-52, she came to Dhaka along with her two daughters and stayed in the residence of her cousin. One day, while looking for milk for her daughter, she came in contact with the owner of Padmanidhi Pharmacy which was located in the old Dhaka. The owner of the pharmacy listened to her misfortunes and became sympathetic to her and later, helped her to apply and get a drug license.

#### Opportunity had and Utilized

She sold all her ornaments and managed Rs. 2,400 as her initial capital. She then hired a house in 19 Farashgonj which she used as the shop-cum-residence. Then, after some time, her husband came to stay with her. In the mean time, she had her third and fourth children (sons). In 1954-55, she could increase her capital by Tk 2/3 thousand only. In 1956, she shifted her pharmacy to Gulistan area and named the same as the "Karim Drug House". In connection with business, she used to come in contact with various types of people which her husband did not like and, therefore, he left for Calcutta where he died afterwards. By 1958, she started anew as a wholesaler, importer and distributor of drugs. In 1959, she got license to establish a pharmaceutical factory. By that time, she bought one bigha of land in the north west of Dhanmondi with Rs. 4000. This was the origin of the present K.D.H Laboratories. In 1962, her capital increased to Rs. 2/3 lacs. Presently, the value of her total assets is around Tk 20 core. K.D.H group of industries has more than 300 employees. Her Main Complex is in 184 Sat Masjid Road. It is in an area of almost 10 bigha land.

#### Hurdles Faced

Anwara Begum faced a lot of hurdles starting from her childhood. When she was in class three, she had to leave school due to the conservative attitude of the society. At the age of fifteen, she was married against her will to a 48 year old man with whom she could not adjust as a result of which she had to leave Calcutta, the place of her husband. Later, her husband came to Dhaka and stayed with her for sometime but while could not manage healthy relations returned again to Calcutta where he died. In the business life, she actually started with empty hand. She had no business idea and also no capital or support. When she came to Dhaka, she got the support from the owner of Padmanidhi Pharmacy to get a licence and in starting the pharmacy business. All her achievements resulted from a hurdle race breded from the seed capital of tk. 2,400 only that she gathered by selling her much liked ornaments.

#### Family Life

She had two sons and two daughters. She later on, got married again to a businessman from whom she was blessed with two more children. She led a very simple life. She bought a house in England where she sent her children for education. She is very sympathetic to her relatives. She likes fishing.

### 13.12 Mr. Ahmed Ali Sarder

#### Early Days

Mr. Ahmed Ali Sarder was born in 1910 in the Arifpur village, Jessore. His father was Md Manik Sarder and mother was Begum Hazibon Nessa. He was the 2nd of 5 brothers and 3 sisters. His father had the business of bricks and contract.

#### Education

Ahmed Ali Sarder had his schooling in Jessore Zilla School where he studied up to class ten. In 1929, his father died; as a result he had to look after the family. He got married in 1935.

#### Initial Step in Business

In his boyhood, Ahmed Ali used to accompany his father to supervise his brick field business and construction works. This was how Mr Sarder became attracted towards business.

#### Opportunity had and utilized

He was at first introduced to the Chimney type bricks field which had the capacity to produce brick up to 2 lac pieces instead of 15/20 thousand of traditional type. As a contractor, he at first, built an Advance Position for the British Army at Jhikargacha, Jessore in 1941. It was prepared as a step to counter possible Japanese advance. Ahmed Ali did it with sincerity and devotion and earned a lot of money. In 1945, he became first class contractor. In 1945/46, he was one of the two first class contractors in Bangladesh. He established "Concrete Construction Co." in 1952.

In 1961, he for the then Government of East Pakistan, had built the first 9 storied building of the Secretariate which was then the highest building in the country. TSC of the Dhaka University was his beautiful construction. He had operated brick fields in Jessore, Khulna, Kustia, Dhaka and Comilla till 1971. "Eastern Marine Ltd" was his steamer Co. which he continued till 1971. He had the business of lathe machine and saw mills also. He was one of the Directors of the Board of Directors of the "Eastern Banking Corporation." He had the share of Jessore Jute Industries in Rajghat. "Noapara Jute Mills Ltd." was established as a Public Ltd. Co. in which initially he had the controlling amount of shares. Later on, he bought all the shares. In 1970, it had the production capacity of 6,000 tons/year with 1500 workforce.

#### Family Life

In 1970, he had a total investment of more than a crore. But due to the nationalization policy of the government, Noapara Jute Mills Ltd, Jessore Jute Industries and Eastern Banking Corporation went to the hands of the government. As a result, he became frustrated and sick. On the 17<sup>th</sup> January, 1980, he died. He used to wear ironed clothes and used to like scent. Sweets was his favorite items. He left behind his wife, six sons and six daughters. He was the member of the Pakistan National Assembly from 1962 to 69.

### 13.13 Mr. Ronoda Prasad Saha

#### Early Days

In 1898, Ronoda Prasad Saha was born in his maternal uncle's house at Kasur, Savar in Dhaka. His father was Debendra Saha and mother was Kumudini Devi. His parental house is in Mirzapur, Tangail. His father Debendra had brass business. He was very restless. One day, he was beaten by his father and threw a *kharam*, a local type of shoe made of wood, which hit his mother. She was badly hurt and later died. That was why, he left home in 1914 during First World War to join Bengal Ambulance Corps as a male nurse and went to Messopotemia.

### Education

In order to maintain ancestral heritage, his family was not in favor of education. That was the reason, in spite of his efforts, he could not complete even lower primary level.

### Initial Step in Business

As a 1st War hero, though he was not adequately educated but British government honoured him by giving a job as a ticket collector of the Indian Rail Way. In 1932, he left the job and started coal business in a small scale. Then, he bought an old launch at a low price from one his coal customer. Later, as a need to save the costs for repeatedly repairing the old launch, he started a dockyard in Calcutta. Thereafter, gradually, Mr Saha established a number of other business units which, among others include: [1] Bengal River Service Co as a joint venture with some other partners of whom were: Nripendranath Roy Chowdhury, zaminder of Mahera, famous Doctor Bidhan Chandra Roy, millionaire Politician Nalini Ranjan Sarkar and Justice J N Majumder. Nripendranath Roy Chowdhury was acting as the Managing Director of the company. All on a sudden, managing director died. Other directors decided to withdraw their shares. That was how, Ronoda Prasad Saha became the sole owner of the Company. [2] Food collector for the British Army. In 1942, When Japanese conquered Burma food supply of the British Army got obstructed. To overcome the situation, the Govt. appointed four food contractors among whom Ronoda Prasad Saha was one, and [3] George Anderson Comany at Narayangonj, a firm dealing in jute. The jute firm was famous with very high standing goodwill as the same was owned and managed by the British owners.

### Opportunity had and utilized

In 1942, during the Second World War, Ronoda Prasad Saha became one of the food grain collectors and suppliers for the British Armed Forces and thereby he earned a lot of money. Later, he bought George Anderson Co and established a dockyard at Narayanganj. He bought three power houses and a leather industry. He established following educational / welfare oriented organizations:

- a. Kumudini Hospital at Mirzapur
- b. Shova Sundari Dispensari at Mirzapur
- c. Kumadini Hospital School of Nursing.
- d. Bharoteswari Homes, Mirzapur
- e. Kumudini College, Tangail
- f. Debendra College, Manikganj

All the above organizations are run by the Kumudini Welfare Trust which was established after the Second World War. At the time of Partition of India, the Trust had command over about Rs. 2 crore. This amount increased to more than Tk 20 core in 1982. It had a branch in India before 1947.

### Hurdles Faced

Ronoda Prasad Saha faced some problems as usual. In the beginning of his life, he could not have proper educational facilities as the family was not in favour of education. As a result he could not complete even lower primary level.

### Family life

He got married to Kiron Bala. He had two sons and two daughters. He ensured proper education for all of them. All his family members learned English – both reading & writing. Elder daughter Bijoya Khan & the third issue Mrs Jayapaty lives in Bangladesh. Jayapaty got education in London and was thinking of staying there. But when in 1964, she came to see her parents, her father requested her to take the management of the Trust. She could not dishonor the advice and accordingly changed her original plan. The second as suffering from chronic disease was kept in Calcutta to ensure better treatment. He used to lead a very simple life. At the initial days of Pakistan, many wealthy Hindus migrated to India but Mr. Saha preferred to remain in Bangladesh territory as a mark of respect &

weakness for the motherland. The apprehension that the Trust he established without him might face immature death for mismanagement was most probably the another convincing reason for which he did not leave the country. On the 7<sup>th</sup> of May 71, Pakistan Army kidnapped him along with his youngest son Bhabani Saha and both of them did not return from the Army Camp any more.

In personal life, he was extremely amiable, friendly & hospitable. As a businessman, he was an unique organizer with ability to foresee the future. He has been observed to have unending amount of sportive desire to take moderate risks and would enjoy & often, take pride by doing so. He was above social rigidity & conservatism which made him love English though it was left aside by many as a foreign language and also as a mark of hatred against the colonial rulers. This apart, he took leadership in materializing several widow marriages in his own family in spite of serious social & religious taboo.

He would never hesitate to offer home made Bengali food to any guest, local or foreign - no matter who he was and what status he was with.

### 13.14 Mr. Mujibur Rahman Bhandari

#### Early Life

Mujibur Rahman Bhandari was born in Katna, Bogra in December 1, 1916. His father Moizuddin was a tiny stock businessman in Bogra. He was the eldest amongst four brothers and four sisters.

#### Education

For financial hardship he could not continue his education beyond VIII Standard.

#### Step in Business

After leaving school, Mujibur Rahman Bhandari started working as a nominal worker in Bhandari Bidi Factory in Bogra. The owner of the factory, Mr Shamsar Ali was the disciple (Murid) of the Peer Maizbhandari in Chittagong and named his factory after his (peer) name. He used to remain busy with the Peer, as a result he could not give much time for the business. Mujibur Rahman Bhandari was very hard working and reliable. As he proved to be sincere & reliable, he gradually, had to look after the main work along with the administration of the factory. The owner of the factory was very satisfied with him and took him as a partner of his business without any investment. As a partner, he used to buy tobacco and leaves for bidi from Calcutta and Patna.

Because of hard work, the volume of production raised from 40/50 thousand to a few lacs. At this, the owner of the factory became happy and considered that Mujib is enough to look after the factory. He then became deeply involved in religious activities and finally, at one point of time, sold the factory to Mujibur Rahman Bhandari in 1934/35.

#### Opportunity had and utilized

After becoming the owner of the factory, Mujibur Rahman Bandari became very serious about his business. Demand of his bidi increased, the workers had to work day and night. He arranged training for his workers to improve quality. The name and fame of his bidi flourished and production raised to 30 lac pieces annually. Bhandari bidi, thereby, became so popular that the title of his name became 'Bhandari'. To summarize his total efforts, we can highlight the following:

- [i] As the bidi business was flourishing, setting up of more factories at different names were creating a big market. He then established 'Rangpur Tobacco' and became the wholeseller of raw materials e.g. 'Tobacco' and 'Tendupata' which reduced the cost of his own factory and earned additional profit as well.
- [ii] He established mills for rice, oil and flour in Bogra in 1940 at a cost of Rs. one lac
- [iii] He established Golam Kibria Soap Works in 1943 at a cost of Rs. one lac
- [iv] In 1947, he established 'Habib Match Factory', as match became highly demanding besides bidi.
- [v] He also established 'Bogra Cotton Spinning Co. Ltd' in 1953-54 which expanded a weaving factory in 1960.

- [vi] 'Bogra Lithographic Printing Press' was established in 1956. Later on the offset printing unit was shifted to Dhaka in 1960.
- [vii] 'Bhandari Iron Works' was established in Bogra in 1956 to produce metal items and machinery.
- [viii] 'Bhandari Glass Works' was established in Bogra in 1958.
- [ix] In 1960-62, 'Jahangir Perfumery' was established to produce 'Jorda' from the bi-products of tobacco.
- [x] 'North Bengal Tanneries Ltd.' was established in 1962.  
In 1960-61, he established a wholesale establishment which used to supply almost everything except food items. Besides all these, he had about 200 bighas of land, a few shops in Babubazar, Dhaka, multistoried flat building in Mogbazar and his own residence in Gulshan and Borgola (Bogra).  
He established Bhandari High School in Bogra which is financed and run by the trust 'Tomizuddin Moizuddin Trust' named after the name of his grand father and father.

#### **Hurdles Faced**

Mujibur Rahman Bhandari initially, faced a few problems which were:

- [i] He was from a poor family. He could not continue his education beyond 8<sup>th</sup> standard. So, after leaving school, he had to take job in the Bhandari Bidi factory as an ordinary labor.
- [ii] He started building 'Habib Match Factory' in 1946 in Bogra. But due to the Partition of India in 1947, he faced some difficulty to procure machinery from Calcutta. Ultimately, he could manage those as per the contract signed earlier and the production could start in 1947.

#### **Family Life**

Mujibur Rahman Bhandari was a very simple man and used to lead a very simple life. He normally used to put on lungi and panjabi. He had two sons and six daughters. He ensured their proper education. He helped his brothers for their studies. Due to diabetes and kidney problem, he died on the 4<sup>th</sup> of May, 1963.

### **13.15 Mr. Abdus Samad**

#### **Early Life**

Abdus Samad is one of the very renowned business men and entrepreneurs in Bangladesh. He was born in Rajshahi on the 14<sup>th</sup> of June, 1927. He was the third amongst the seven children of his parents. His father Kabil Uddin was an established businessman in Rajshahi.

#### **Education**

Abdus Samad appeared at the matriculation examination in 1946 from Rajshahi High Madrasa. Since then, he engaged himself in business.

#### **Step in Business**

Abdus Samad had an attraction towards business because he had the origin in a business family. Accordingly, he joined his father's business immediately after appearing matriculation examination. He was given the responsibility of buying raw materials from Calcutta. After Partition in 1947, communication with Calcutta was disrupted, as a result of which he had to buy the raw materials from Dhaka and Chittagong. At that time, construction works were urgently needed throughout the country but stores for raw materials and hardwares were not available as per the requirements. So, he took the initiative to establish a hardware store with Tk. 8,500/- provided by his father for the purpose. He started the store and could make satisfactory success in the very first year of starting the same.

By the year of 1968/69, Abdus Samad was able to accumulate adequate capital to expand his business further but he faced hard competition. As a result, he thought again and decided to divert his business towards manufacturing and accordingly in the Rajshahi Industrial Estate, he started a flour-mill in 1970.



**Opportunity had & utilized**

- (i) He at first started to build the flour-mill as has been mentioned earlier. He could manage the I.D.A. loan with the help of the president of the Rajshahi Industrial Estate and the mill started operating in 1970.
- (ii) In 1973, he bought an old rice mill adjacent to the Rajshahi Industrial Estate.
- (iii) In 1977, under the assistance of the World Bank, he established 'Aroma Food Industries' an automatic bread and biscuit factory in Rajshahi. In addition, he established a poultry and fishery complex and a distillery unit in the same year. The distillery industry used the bi-products of sugar industries.
- (iv) In the same year [1977], he established 'Samad Group of Industries' and entrusted each of his three sons and four daughters with a factory, it is thus, a total of seven units were placed under this group of industries.

**Hurdles Faced**

Abdus Samad was born in a business family and was motivated and oriented in the same way. In his business career, he did not face that much of difficulty. He used to buy materials from Calcutta. But due to riots and conflicts in Calcutta [1946] and Partition of India in 1947, he had to shift his establishments to Dhaka and Chittagong.

**Family Life**

Abdus Samad was a very soft spoken man who used to lead a very simple life. A bearded man with panjabi and cap (tupi) used to say prayers regularly and always used to pay zakat. He used to attend social functions. He preferred to take opinions from his family members at the time of taking any important decision. He had three sons and four daughters and he ensured proper education and employment of each of them.

**13.16 Mr. Chitta Ranjan Saha****Early Life**

Chittranjan Saha, the Managing Director of Puthighar Ltd, was born on January 1, 1927 in the Village of Latifpur under Begumganj thana of Noakhali district. His father was Kailash Chandra Saha who had six children of whom Chittranjan was the eldest.

**Education**

Chittranjan Saha started his schooling in the local Latifpur primary school. After completion of class two, he was taken to Kallyandi village by his maternal grandfather, where he was admitted into the Kallyandi Primary school and then Mohammedpur Ramendra High School. In 1943, at the age of sixteen, he passed the matriculation examination. He, then went to Calcutta and got himself admitted into Bangovashi College. He used to stay in the hostel and all his expenditures were met by his maternal grand father. He passed Intermediate in 1946 from science group. By this time, the maternal grandfather wanted him to enter in the family business by discontinuing his studies. Chittaya did not like it but wanted to continue his studies. As a result, grandfather stopped all his monetary support. Then Chittaya had to come back to his sister's house at Choumuhoni and got himself admitted into the Choumuhoni College from where he passed B.A in 1948. During this period, he used to meet his expenses through giving tuitions.

**Step in Business**

After his education, he was again asked by his maternal grandfather to join the family business of clothes, rice and gold. He had in his mind to do book business. But he had to start the dealership of clothes at Choumuhoni in 1948 as per his grandfather's wish. He started with only five thousand taka

made available to him by his grandfather. He used to buy clothes and cotton from the government authorized wholesalers and sell those to weavers and other ordinary customers. In 1950, he could set aside some money from his clothe business and in January 1951 he started book business without the consent of his grandfather. He hired a shop at Choumohoni and started the book stall investing five thousand taka. Books used to be bought from Dhaka and were sold in that shop.

### **Opportunity had and utilized**

As a dream and a mission, Chittaranjan Saha's main target & all his efforts were centered towards developing the book business which can be gleaned from below:

- i. The book stall that he started at first was not that much profitable. So, he decided to publish note books and accordingly, he requested a few teachers to prepare manuscripts of note books. In 1951, he published two note books for the students of primary school.
- ii. In 1952, he published 'Made Easy' and 'Test Papers' for the students of the SSC examination.
- iii. He used to send 3 to 4 persons to different libraries located at the district level towns to deliver books. Besides, he used to make necessary arrangements to advertise his publications, in different newspapers, magazines, posters, etc.
- iv. In 1953, he published 'Sure Success' on three subjects for the candidates of matriculation examination.
- v. In Choumohini, he hired a printing press named Basanti Press at a price of Tk 125/- per year. In the same year, he got contract to print voter list from the Election Commission.
- vi. In 1955, he bought the same printing press at a price of Tk 7,500/- to be repaid easy installments.
- vii. In 1956, he hired a house and shifted the printing press there and named it 'Chapaghar' under the ownership of his wife.
- viii. In 1957, he established 'Badhaighar' for book binding in his ownership.
- ix. Chittaranjan understood the difficulty to supply books throughout the country from Choumuhoni. So in 1956, he hired a godown in Patuatuli in Dhaka for wholesale purpose. By the year 1957, he had about fifteen publications.
- x. In 1959, he hired a shop at Banglabazar and left the one in Patuatuli. All printing works used to be done in Choumohoni.
- xi. In 1962, he established a medium sized printing press named 'Dhaka Press' in Peyaridas road, Dhaka under his wife's ownership which was used for printing the Puthighar's publications.
- xii. In 1967, he amalgamated Puthighar, Chapaghar, Baohaighar Private Limited'. He hired a three storied building with 45 rooms in Farashganj, Dhaka and made his head office there with all business sections and residential facilities.
- xiii. He established 'Muktadhara' in 1971 to highlight & honour the legends of the liberation war among the Bengali speaking population of West Bengal. Muktadhara is a publishing agency under Puthighar. It gives 'Ekushe Shahittya Puraskar' and 'Muktodhara Shahittya Puraskar' for literary contribution.
- xiv. In 1978, he bought a house in Farashganj which he had rented out for income.
- xv. Chittaranjan Saha was associated with many organisations. He was the Vice-President of Bangladesh Printing Industries Samittee, Joint Editor of Bangladesh Pustok Prokashoks and Bikreta Samitee, Member of Kagoj Upodesta Board, Member of the executive committee of Jatyo Gronthokendro. Besides, he became life member of Bangla Academy, Asiatic Society and Iithas Parishad.

**Hurdles Faced**

Chittaranjan Saha had faced a few problems which may be mentioned below:

- (i) Mr saha had to take financial support for education from his maternal grandfather and had to follow his instructions even if not liked by him.
- (ii) His maternal grandfather was not in favour of higher studies after intermediate rather he wanted to continue in family business. As a result, financial support was stopped and he had to come back to his sister's house in Choumohoni where he studied B.A at his own costs.
- (iii) His maternal grandfather was insisting him to do family business of clothes, rice and gold. Though he started as per his grandfather's wishes but he was waiting for an opportunity to get funds to start the book business as per his own mission.
- (iv) In 1950, communal riots & conflicts in Noakhali affected his business to some extent but he faced the same with courage and caution.

**Family Life**

Chittaranjan Saha was a soft spoken man who was very cordial to everybody. He got married to Bijoli Prova Saha in 1950 when she was a student of class eight. But with her husband's encouragements and interest, she could continue her education and passed B.A. in 1964 from Choumohoni College. Unfortunately, they did not have any child. He was sympathetic to his relatives. He gave two bookstalls to his two brothers in Comilla. He had a few crores taka worth of assets. He formed a trust to look after his wealth and properties.

**13.21 Summing Up**

Reading stories gives pleasure. But when this is accompanied with lights showing ways to take profitable initiatives, the pleasure so earned is multiplied. The art of entrepreneurship is more than a tool used for existence of self, it generates enormous ego-satisfaction through creating jobs for others, innovating new products & services for others, contributing in raising the income & living standard of the people of the country and so on so forth. A deeper look of the lives presented shows that in contrast to popular ideas & beliefs, most of the individuals became successful entrepreneurs even though they started their business without first arranging adequate capital, past experience, training, meaningful nursing & patronage and the like. Of course, they could speed up their success if the required factors would have been in abundance before they endeavored. But this notion is not an undisputed one because there are lot many examples around that in spite of abundant supply of favorable factors the individuals put to become entrepreneurs did not see the light of success. May be struggling for acquiring much required elements for success gives birth to rare energy & spirit which do not normally generate while there is draught of struggle and everything is obtainable at-will and at-call. □

### Self Analysis

In each pair of statements, circle the one you agree with.

- 1 a. Promotions are earned through hard work and persistence.  
b. Making a lot of money is largely a matter of getting the right breaks.
- 2 a. Many times the reaction of teachers seems haphazard to me.  
b. IN my experience, I have noticed that there is usually a connection between how hard I study and the grades I get.
- 3 a. The number of divorces indicates that more and more men and women are not trying to make their marriages work.  
b. Marriage is largely a gamble.
- 4 a. When I am right I can convince others.  
b. It is silly to think that one can really change another person's basic attitudes.
- 5 a. In our society, a man's future earning power depends on his ability.  
b. Getting promoted is really a matter of being luckier than the next guy.
- 6 a. I have little influence over the way other people behave.  
b. If one knows how to deal with people, they are really quite easily led.
- 7 a. Sometimes, I feel that I have little to do with the grades I get.  
b. The grades I make are the results of my own efforts; luck has little or nothing to do with it.
- 8 a. People like me can change the course of world affairs if we make ourselves heard.  
b. It is only wishful thinking to believe that one can influence what happens in society at large.
- 9 a. A great deal that happens to me is probably a matter of chance.  
b. I am the master of my fate.
- 10 a. Getting along with people is a skill that must be practiced.  
b. It is almost impossible to figure out how to please some people.

Sources : Julian B. Rotter, "External Control and Internal Control," *Psychology Today*, June 1971, p. 42.

### General approach to finding facts

