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Participant Handbook

Sector
IT-ITES

Sub-Sector
Business Process Management

Occupation
Customer Relationship Mangagement

Reference ID: **SSC/Q2211, Version 1.0**
NSQF Level 4

CRM Domestic Non Voice

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If we have to move India towards development then Skill Development should be our mission.

Shri Narendra Modi
Prime Minister of India

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Certificate

COMPLIANCE TO
QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

IT-ITeS Sector Skills Council NASSCOM

for

SKILLING CONTENT : PARTICIPANT HANDBOOK

Complying to National Occupational Standards of
Job Role/ Qualification Pack: CRM Domestic Non-Voice QP No SSC/Q2211 NSQF Level 4

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Acknowledgements

The Indian IT-BPM industry has built its reputation in the global arena on several differentiators, chief among them being the availability of quality manpower. Organizations across the world recognize the value India brings to every engagement with its vast and readily available pool of IT professionals. Global entities have found it extremely effective to leverage this critical resource as a way to realize competitive edge.

In order to capitalize on the same, it is crucial to develop and be prepared with a pool of skilled talent that surpasses global standards. It is to this end that the IT-ITeS Sector Skills Council NASSCOM (SSC NASSCOM) has been mandated with the objective of facilitating the creation of such a workforce, by building employment related standards for the IT-BPM industry as well as to keep track of changing scenario of talent demand and supply in the industry.

We extend our thanks to Wipro Limited and Tata Communication for producing this course publication.

About this book

India is the world's largest sourcing destination for Information Technology industry. This position has enabled major transformations in the Indian economy, which has changed India's place in the global market. Apart from being the hub for many innovation centres of global IT firms, India also provides the most cost-effective IT solutions to the world. These changes have created a need for introducing courses for engineering and computer science in the education field.

Apart from introducing IT-related modules and courses at the school level, there is also a growing demand for specialized courses and training programme to train individuals for various job roles in this sector. This Participant Handbook is an initiative in that direction. It consists of a wide variety of topics and units ranging from domain knowledge to professional skills like communication skills, grooming skills, etc. This book aims to achieve holistic development of the participant while ensuring they receive the requisite domain knowledge to perform their jobs efficiently.

This Participant Handbook has been developed by using the QP-NOS for CRM Domestic Non-Voice released by SSC IT-ITeS NASSCOM. It covers the following broad topics:

- Dealing remotely with domestic customer queries
- Maintaining a healthy, safe, and secure working environment

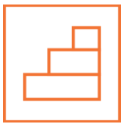
We hope that this book helps you to achieve your dream and become a part of one the fastest-growing sectors in India and the world.

This book is designed considering the lower educational background of the construction worker. Therefore, special efforts have been made to explain the concept required for the job mostly through photos and illustrations.

Units and symbols used in the book have been listed below.

Symbols Used

Key Learning Outcomes



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Key Learning Outcomes

At the end of this unit, you will be able to:

1. Explain the purpose of this course.
2. Discuss about the IT and ITES industry in India.
3. Summarise the role of a CCE - CRM Domestic Non Voice.
4. Explain the purpose of the training program.
5. Discuss the roles and responsibilities of CRM Domestic Non Voice.
6. Explain how to keep oneself updated about industry.
7. Identify the personal attributes of a CCE.
8. Outline the career ladder of CCE.

UNIT 1.1: Introduction to IT-ITeS Sector

Unit Objectives

At the end of this unit, you will be able to:

1. Explain the purpose of this course.
2. Discuss about the IT and ITeS industry in India.
3. Summarise the role of a CCE - CRM Domestic Non Voice.

1.1.1 Introduction to IT-ITeS Sector

Information technology (IT) is the application of computers and telecommunications equipment to store, retrieve, transmit or analyse data, often in the context of a business or other enterprise. The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones.

Today, a country's IT potential is paramount for its March towards global competitiveness, healthy gross domestic product (GDP) and meeting up energy and environmental challenges.

India is one of the fastest-growing IT services markets in the world. It is also the world's largest out sourcing destination. The country's cost competitiveness in providing IT services continues to be its USP in the global sourcing market.

India has the potential to build a US$ 100 billion software product industry by 2025, according to Indian Software Product Industry Round Table (ISPIRT).

Why is the IT sector growing?

- Rapid industrialisation
- Partial privatisation of telecommunication
- Growth of IT parks in the country
- Development of SEZ; which also help IT companies get tax benefits
- A large number of resources readily available in the country
- Low operating costs
- Tax breaks and cooperative policies offered by the government

Major Companies in India

1. Tata Consultancy Services
2. Infosys
3. Wipro
4. Tech Mahindra
5. HCL Technologies
6. Mphasis
7. Oracle Financial Services
8. Mindtree
9. Polaris Technology
10. Rolta India

The IT industry can be broadly classified into three sectors:

- Software
- IT Services
- IT Enabled Services (ITES) - BPO and Call Centers

Introduction to ITES Industry

The CRM Non-Voice is a part of the ITES sector. This sector aims at communicating with the customers to address his/her queries, requests and complaints or also to introduce company's products and services to him. These interactions are also used to market and sell the ITES products and the service. The Indian IT Enabled Services industry represents one of the most successful industries showing consistent rapid growth over the past few years.

ITES (Information Technology Enabled Services)

Information Technology Enabled Services (ITES), is a form of outsourced service which has emerged due to involvement of IT in various fields such as telecommunication, banking, finance, telecom, insurance, travel among others. Some of the examples of ITES are Chat based interactions, medical transcription, back-office accounting, insurance claim and credit card processing.

The Indian IT and Information Technology Enabled Services (ITES) sectors go hand-in-hand in every aspect. The industry has not only transformed India's image on the global platform, but also fuelled economic growth by energising the higher education sector (especially in engineering and computer science). These industries employ over 10 million Indians and, hence, have contributed significantly to economic growth and social transformation in our country.

About ITES in India

- Call Centres provide customer interaction and communication services
- Back office operations of various large Companies are done in BPOs, eg. British Airways has its reservation system running out of India.
- Most of the top international banks channel their data- churning needs to their units in India.
- ITES sector includes services ranging from
  - Call Centres
  - Claims processing, eg. Insurance
  - Office operations such as accounting, data processing, data mining
  - Billing and collection, eg. Telephone bills
  - Internal audit and pay roll, eg. Salary bills on monthly basis
  - Cash and investment management, eg.
  - Routine jobs given to a third party and giving importance to core business.

Employment Trends

The IT and ITES sector has generated large employment in the past and continues to generate large number of jobs every year. With online shopping, social media and cloud computing flourishing more than ever before, there is great demand for IT professionals in e-Commerce and Business to Consumer firms. With the immense opportunities that this sector has to offer, a large number of Indian and MNCs are investing in expanding and setting up IT and ITES businesses in India.

Major Companies in India

HCL Technologies	Cognizant Technology Solutions
Tata Consultancy Services	Accenture
Capgemini	Amazon
Delloitte Consultancy	Microsoft Corporation
Wipro Technologies	

Notes

UNIT 1.2: Introduction to the Training Program

Unit Objectives

At the end of this unit, you will be able to:

1. Explain the purpose of the training program.

1.2.1 Purpose of the Training Program

This training program is developed to impart specific skills to individuals who wish to perform as a **Customer Relationship Mangagement (CRM) Domestic Non Voice** the training program is intended for imparting basic skill and knowledge. It is based upon National occupation standards. The National occupation standards have been described in the following subsection of this chapter.

Domestic Non- Voice in the IT-ITeS Industry is also known as a Customer Service Associate, Customer Service Representative, Customer Care Executive, Customer Service Advisor, Helpdesk Coordinator, Customer Support Representative, Support Engineer, Support Consultant, Process Associate- Transaction etc.

After successful completion of training and passing the assessment you will be issued a certificate. This will prepare you to get employed as a Customer Relationship Mangagement **(CRM) Domestic Non Voice** in IT-ITeS companies. Individuals at this job are responsible for resolving queries and customer cases over web-chat or email.

They will be responsible for assisting in performing the key activities and tasks involved in the assigned role.

This program is based on qualification pack called **CRM Domestic Non Voice.** The Qualification Pack Code for **CRM Domestic Non Voice** is SSC/Q2211. This is also called a QP. A QP consists of a set of National Occupational Standards (NOS). NOS specify the standard competency one must achieve when carrying out a function in the workplace. Under **CRM Domestic Non Voice** QP, there are three numbers of NOSs which detail the functions to be performed at a **CRM Domestic Non Voice.** The duration of the course (theory and practical) is 400 hours.

NOS Code	Major Function/Task
SSC/N3021	Deal remotely with customer queries -Domestic
SSC/N9001	Manage your work to meet requirements
SSC/N9003	Maintain a healthy, safe and secure working environment

Exercise

1. Fill in the blanks.

a. Individuals at this job are responsible for resolving queries and customer cases over _______________ or _______________.

b. A CRM Domestic Non Voice training program is intended for imparting basic _______________ and _______________.

c. A CRM Domestic Non Voice is also know as _______________, _______________, _______________, _______________ and _______________.

Notes

UNIT 1.3: Role of CRM Domestic Non-Voice

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss the roles and responsibilities of CRM Domestic Non Voice.
2. Explain how to keep oneself updated about industry.
3. Identify the personal attributes of a CCE.
4. Outline the career ladder of CCE.

1.3.1 Role of CRM Domestic Non-Voice

- The IT and ITES Industry in India
- Roles and responsibilities of a CRM Non Voice
- Behavioural, professional and technical skills required for performing your job as a CCE effectively
- Methodology of dealing with customers on a live chat or through a email
- The performance standards that a CRM must achieve at the workplace
- Ways to maintain a healthy, safe and secure working environment

Some of the skills that this program will train you are:

- Communication skills
- Planning and organizing skills
- Decision making and Problem solving skills
- Customer Centricity
- Team working.

Introduction to the Role of CCE-CRM Domestic Non-Voice

A non-voice BPO is quite similar to a voice one. The only difference, of course, is that CCE in a Domestic non-voice will not be using voice. What a CCE has to master is his written communication skills especially in English, as many of the non-voice BPO jobs entail writing emails to customers around the world and also handling live web based chats.

We are talking about jobs that involve customer interface through 'Chat & email support'. The career growth opportunities are ample in the non-voice segment. Once a CCE gains experience and expertise, he can look at supervisory, managerial and support roles.

Who is a Customer?

A customer is the one who is the recipient of a good, service, product or an idea, obtained from a seller, vendor or a supplier for a monetary or other valuable consideration. In other words, a customer is a person or organization that a marketer believes will benefit from the goods and services offered by the marketer’s organization. As this definition suggests, a customer is not necessarily someone who is currently purchasing from the marketer.

Who is a Customer Care Executive in a Domestic Non Voice Process?

A Customer Care Executive (Non-Voice) is the person who deals directly with the customers but through live chat or on emails and not calling. In this job role, since there is no calling involved, that is why it is called a Non-Voice process. The queries and complaints are taken and resolved either on emails or over live chat. A CCE is responsible for the relationship with the customer on behalf of the company where he works.

This course will train you to take up job of a CCE in a non-voice domestic process. Domestic, as this Job Role will deal with Customers based in India only and not internationally.

Role and Responsibilities of CCE - CRM Domestic Non Voice

1. To answer customer queries and manage customer expectations through interactions via Web Chat and Emails (Non-Voice)
    - CCE non-voice is required to respond to live chat or emails of the customers.
    - He is required to converse with customers patiently and professionally.
    - While receiving chat requests or emails, the CCE answers the inquiries, resolve problems, record complaints and/or receive feedback.
    - As there is no calling or call answering is involved and maximum interaction is written, the customer relationship manager should be good in his written communication skills. In non-voice based process, vocal skills are not tested and writing skills are more stressed upon. The employees write emails, accounts, questionnaires etc. He must follow the proper process of beginning and closing the conversation with the customer.
    - He should know proper processing or documentation of data offline or online.
2. To provide effective customer service such as handling complicated customer queries, issues, complaints, and questions.
    - CCE should know their customer's needs. He should be well aware about the ways to deal with the customer and follow proper process to cater to the needs. He or she should be well versed with the problems customers want to be solved.
    - CCE has an assigned area which he needs to look after as far as customer's requests or complaints are concerned. If the problem remains unresolved at his end or it doesn't fall in his concerned area, he must know how and when to escalate the issue and to whom. The issue must be escalated to the right person at right time.
3. To maintain high standards of customer relations by maintaining, achieving and maintaining superior Quality standards.
    - The CCE will not only solve customer requests but will proactively offer ideas and insights to improve the customer's issues and challenges.
    - The CCE will follow up on every issue and ensure complete satisfaction and maximum utilization of the product or services sold to customers in case he works in a selling process.
4. To manage all daily tasks and duties related to the process with strict compliance to guidelines.
    - CCE are supposed to pay attention to each problem's turn-around time. If for a certain problem category turn-around time a CCE should take is 24 hour then he must get back to the customer with solution in that time span.
    - Every CCE has to meet certain targets given to him for the month or quarter. His performance is reviewed regularly. It's his responsibility to meet the given targets and fare well during the review. This is one of the key areas of CCEs role and responsibility.

5. To keep abreast with constant changes in regulations and developments within the industry to help customers most effectively and avoid repeat contacts.

Skill Set Required

- Excellent written skills
- Must be Customer Centric.
- Must have an analytical bent of mind.
- Excellent knowledge of basic computer skills.
- Ability to take on stretch assignments and deliver under pressure.
- Must be patient motivated towards work.

Willing to work on rotational shifts, weekly offs and exigencies arising out of business requirements.

Keeping Up-to-Date

Although keeping up with industry news may seem to be just one more thing to add to your To-Do List, there are several important benefits.

First, you'll make better decisions, and you'll spot threats and opportunities early on, which can give you a competitive edge. Secondly, keeping up-to-date with your industry is key for building expertise. By developing expertise in your job and your industry, you'll earn the trust and respect of the people around you.

To keep up with news and developments in your industry, the first thing you need to do is identify the best sources to use.

Here is a list of traditional and online sources. Choose the most appropriate sources depending on your industry and the type of work that you do.

Traditional Sources:

Find a Mentor

A great starting point is to find a mentor within your organization. Not only can mentors help you solve career issues and develop your career, they can provide you with a wealth of insider knowledge, as well as with the insight needed to understand it.

Read Newsletters

Keep yourself informed with your company’s newsletters and publications. These also provide networking opportunities by updating you about meetings and conferences.

Face-to-Face Networking

Face-to-face networking can be one of the most rewarding ways to stay on top of industry news and trends. Often, professional relationships can develop into deep friendships, **especially when you meet on a regular basis**.

Online Sources:

Blogs

Blogs aren't just for personal journaling anymore. Many bloggers are respected for their high quality work and honest opinion. Does a web search for keywords that are commonly used in your industry – it might take a bit of time, but you may find some high quality blogs relevant to your job and your industry.

Twitter

Twitter can be a great place to find industry leaders and organizations, and to stay on top of relevant news and trends.

Use it to find people in your industry who are in-the-know, by searching Twitter for relevant keywords. (You may get more out of Twitter if you start a dialogue with those who you're following.)

LinkedIn

Using LinkedIn is a wonderful way to connect with colleagues, trade groups, and industry leaders. You can join industry-specific groups, and get the latest updates from individuals and organizations.

Forums

Membership sites and discussion forums can be full of insider-information tailored around specific topics or industries; and talking with other professionals in your industry can help you network and grow your skills, especially if you're in a technology field such as IT.

If you're unsure of which forums to use, ask colleagues, have a browse online, or ask your Twitter or LinkedIn connections for recommendations.

Importance of keeping customers informed about timescales for progress and resolution of customer queries

The customer should be informed about the timelines for the work related to their queries. This can be done with by the CCE as over a period of time the CCE will get a sense of how much time his work takes and be able to fix realistic deadlines even for the smallest task in association to the customer queries. While informing the customer the CCE should always keep some leeway for unexpected activities that may need to be undertaken.

Typical response times for customer queries and the importance of these

The Superior in mutual consultation with the CCE or otherwise also should be setting a particular maximum timespan for responding back to the customer queries. The response time in case of special cases should also be set by the Supervisor. Doing this is very important as it ensures a timely response to the customer and would results in customer satisfaction in the long run.

Personal Attributes of a CCE

1. Good Communication Skills
2. Self-control
3. Good work ethics
4. Patience
5. Ability to relate/ empathise
6. Willing to help when needed
7. Willing to work for stretched hours/ to go extra mile
8. Work well with others
9. Keen to read and upgrade knowledge
10. Good at Public Dealing
11. Always have a positive state of mind

Besides these attributes the CCE should understand what the exactly are customer expectations

Customer Expectation

These are beliefs about a product or service. For instance, when customers buy a product or service they already have a specific set of expectations. These expectations are based on their perceptions about the product/service, the company and the industry. These expectations are formed through past experience, and the experience of others with whom the customer interacts. So knowing customer expectations is the first and possibly the most critical step in delivering good quality service. Being incorrect about what customers expect can mean losing a customer.

In simple words customer expectations are the customer's wants and needs. This is usually expressed in terms of value of product and its features including customer service and after sales service. As a CSR you must meet or exceed customer expectations in order to achieve customer satisfaction.

Meeting customer requirements through work

- Few principles of customer management that an Operator can deploy in his daily routine are
- Look for continuous improvement in your work process so that all stakeholder’s needs are met
- When handling customers focus not just on domain knowledge but interpersonal skills as well.
- Ensure that current process and systems are properly mapped so that you can deliver on customer requirement with speed and quality
- Actively seek customer feedback so you can improve your service delivery
- Deal with customer queries and problems with current mix of empathy, apology and resolution
- Ensure that you focus on the real problem and solve it instead of merely the symptoms
- Focus on prevention of the problem rather than fixing the problem. In the event of the problem being repetitive, pre-empt the problem by fixing it before hand
- Involve your supervisor and team in articulating a customer management strategy.
- Share your customer management experience with team on a regular basis, take feedback and incorporate into your process

All these points will ensure that the customer requirements are met properly.

Keep up to date with changes, procedures and practices in your role

A CCE must keep himself updated with the procedures and practices employed in his work. He must attend all the training programs in his organisation and do self-learning as well to keep himself updated

The more the CCE learns about the work he does and how it impacts the organisation, the better will he be able to deliver on his work.

Career Ladder of CCE

Career progression in a non-voice process for a CCE

Head of Company

↑

Head of Geographical unit/Head of sales BD

↑

Head of Customer Care

↑

Business Manager / AVP / VP

↑

Manager / Process Lead/ Sr. Specialist → Movement to other occupation

↑

Team Leader / Process Expert / Specialist

↑

Sr. Associate- Customer Care

↑

Associate- Customer Care (CRM Domestic Non- Voice / Voice)

Exercise

1. Name 5 players in the IT sector in India.

2. Name 5 players in the ITES sector in India.

3. The Indian Industry can be broadly divided into which of the 3 Sectors?

4. List down some of the major services offered by the ITES Sector?

5. Why is the role of a CCE crucial for the company?

6. What are the skills required to be a successful CCE?

7. List down any 3 Roles and Responsibilities of a CCE

Notes

2. Core/Generic Skills

Unit 2.1 – Industry Specific Concepts

Unit 2.2 – Language Skills

Key Learning Outcomes

At the end of this unit, you will be able to:

1. Determine the importance of customer service.
2. Discuss how to maintain data confidentiality.
3. Explain what is a CRM tool.
4. Devlop typing skills.
5. Identify the base sound of the letters of the english alphabet.
6. Recall associated words with the base sounds.
7. Identify basic vowel sounds.
8. Discover how to fluently speak the basic vowel sounds.
9. Identify the variant vowel sounds.
10. Discover how to clearly pronounce the variant vowel sounds.
11. Identify and articulate consonant sounds b, c, d, f, g, h, j, k, i, m, n. P, q.
12. Identify and articulate consonant sounds and the common consonant blends.
13. Examine how to articulate the letters of the of the alphabet of the english language.
14. Recall the navy call list.
15. Assess the need to speak and understand the english language.
16. Assess the need to possess a neutral hindi language.
17. Determine how to speak in a neutral hindi language.
18. Utilise the common phrases effectively while interacting with a customer.
19. Utilise polite expressions and tone in your speech .
20. Discover how to manage different situations with diplomatic speech.
21. Distinguish between the different tones.
22. Utilise appropriate phrases and tones while interacting with customers.

UNIT 2.1: Industry Specific Concepts

Unit Objectives

At the end of this unit, you will be able to:

1. Determine the importance of customer service.
2. Discuss how to maintain data confidentiality.
3. Explain what is a CRM tool.
4. Devlop typing skills.

2.1.1 Industry Specific Concepts

Customer Service

The customer is the reason why anybody is in business. A customer consciously chooses to spend his money. The product and service should always be geared to suit the customer. It is the customer who makes a business a success or a failure, not the products. One can have an impeccable line of products but not an impressive clientele. This depends on how the customer is treated and how he feels. So eventually it boils down to customer service and customer experience.

Customer service is the ability to assist customers in a professional way. When a customer calls to buy a product or avail any service, the contact is always made through the phone/email. This is where customer service begins. Let us look at a scenario to understand what customer service is.

Customer: "*Hello, this is Megha from Delhi. I need your help.*"

CRM: "*Good Morning Megha. We are happy to help you. Can you please tell us your email ID?*"

Customer: "*Yes, it's megha.678@abc.com.*"

CRM: "*Thank you Megha. Please explain the issue you are facing*."

Customer: "*It's my parents' anniversary after two days. I have seen a product of XYZ brand on your site. I wanted to confirm if I can get the product on that short notice?*"

CRM: "*Sure. Let me check Megha. Thanks for waiting Megha. Though delivering that early is tough, but I can arrange for express delivery but that would cost you Rs. 50 extra, is that fine with you?*"

Customer: "*Yes, absolutely. Can I book it now?*"

CRM: "*Yes, please go ahead.*"

Customer: "*Thank you.*"

What did you observe in this scenario?

The CRM:

- Greeted the customer
- Noted down the details
- Gave prompt response

Service is an act of assistance provided to others. In this case it means the interaction with the customer. How efficiently you provide the service to the customer will decide how good your services are.

Importance of Excellent Customer Service

Providing good customer service is the lifeblood of any business. Customer service is what differentiates between companies that will prosper and companies that will fail. Customer service involves all levels of communication between the BPO and it is customer during past, present or future transactions. Every customer expects good customer service from the BPO. As a CCE Domestic Non-Voice you are the first person to make contact with the customer, so customer service starts from YOU.

Excellent customer service is very important for the company as well as the CCE as:

- A satisfied customer will become a repeat customer
- One satisfied customer will bring in many other customers
- The company's reputation will grow and you too would progress
- Great customer service indirectly reflects your good work
- You will gain appreciation from both the customers as well as your seniors

Tips for Excellent Customer Service

To succeed in your job, you have to know how to give great customer service.

a. Answer the chat immediately and do not keep the customer waiting.
b. Do not make false promises to the customer, unless you can keep them.
c. Take that extra step to help the customer.
d. Do not confuse the customer with technical jargons.
e. Put yourself in the shoes of the customer to understand the situation.
f. Know what your customers want most and what your company does best. Focus on where those two meet.

Skills required for Excellent Customer Service

- Be knowledgeable
- Be friendly
- Give additional information
- Be a sales consultant and not a salesman
- Build the customer's confidence
- Create a good company image
- Give customers importance.

Email Etiquette

Framing an Email

- Be sure to include subject
- Greet the person first
- Introduction (if necessary) and reference to the issue
- Solution
- Closing remark and thank you

Tips while sending an Email

1. Understand the difference between “To” and “CC.” - The people you include in the “To” field should be the people you expect to read and respond to the message.
2. Keep messages brief and to the point. Make your most important point first, then provide detail if necessary. Make it clear at the beginning of the message why you are writing.
3. Don’t discuss multiple subjects in a single message. If you need to discuss more than one subject, send multiple e-mails.
4. Reply in a timely manner. You must reply in a timely manner, otherwise you will damage your reputation and decrease your effectiveness.
5. Be mindful of your tone. Unlike face-to-face meetings or even phone calls, those who read your e-mail messages don’t have the benefit of your pitch, tone, inflection, or other non-verbal cues. As a result, you need to be careful about your tone. Sarcasm is especially dangerous.
6. Don’t reply in anger. This will not only tarnish your reputation but will also pose risk to your job.
7. Don’t write in ALL CAPS. This is the digital equivalent of shouting. Besides ALL CAPS are harder to read.
8. Don’t send or forward emails containing defamatory, offensive, racist or obscene remarks. If you do so, you can put yourself or your company at risk. You could be sued for simply passing something along, even if you aren’t the original author.
9. Use a signature with your contact information. This is a courtesy for those receiving your messages. It also cuts down on e-mail messages, since people don’t have to send a second or third e-mail asking for your phone number or mailing address.
10. Use your spell-checker. Make sure you’re your spell check is on. There is nothing worse than receiving mails with spelling mistakes.

Data Confidentiality

Data is the primary asset of any organization and its security is essential.

This data could be:

- The client information, like contact number, financial information, personal information, etc.
- The way your organization functions, its process flow, the way departments work, the names and contact information of those people.
- The policies and procedures of your organization

Information Security

It is important that as a CCE you take all measures for information security. Information security is the practice of defending information from unauthorised access, use, disclosure, disruption, modification, inspection, recording or destruction. This data could be electronic data, physical data, etc.

- Do not reveal Customer's personal and financial information to anyone other than the account holder
- Unauthorized information, written or verbal, cannot be divulged to any customer/ competitor/ any other person eg. Photocopy of customer information sheet etc.
- Do not share information about one customer with another customers

Client Confidentiality

The client places a lot of trust in the organization and in the CCE before sharing his information. It's crucial for the CCE to maintain that trust and faith by maintaining the confidentiality of the client's information. It is a criminal offence to share any confidential data. If found guilty, the CCE can be convicted and imprisoned.

Measures for Data Security

- The Data received from the client during the time of processing in any form such as hard copies or softcopies is destroyed or returned back after the completion of the work.
- None of the employees are allowed to bring any storage devices like memory cards, CD/ DVD/ Blue Rays Disc, external hard disk, floppy disk, pen drive, etc. to their work place.
- At the entry and the exit points, the security guards frisk the employees to check that none of the storage devices are carried in or out by any of the employees.
- CDs, DVDs, pen drive, disk drive or any other storage devices are not allowed in the individual PCs and in the office premises without prior permission from authorized management team members.
- The professional firewall system restricts the users to surf or access unauthorized sites on the internet.
- The firewall restricts the rights of all the users within the company.
- A written Non-Disclosure Agreement (NDA) is obtained at the time of joining from each employee.
- Entrance in operations area is restricted by finger print software, as per the privacy norms and requirements.
- The server for the website is protected too and it's crucial for the CCE to ensure that he doesn't use or access or try to dig for unauthorized information.
- Limited access to the network is given through login IDs and password protection.
- Passwords and access controls are well defined for authorized internal persons.

CRM Tool

The tool or portal that you will use to place the chat or email details is called a Customer Relationship Management Tool, i.e. CRM Tool. All the information that you fill in this tool is analysed by the organization.

The organization uses this information to have:

- The complete information of the client base
- The knowledge of the successful and not so successful products
- Improved customer support

- Increased customer satisfaction
- High rate of customer retention
- Increased revenue at low cost

As a CCE, you need to ensure that you:

- Update information accurately - e.g about a customer complaint or query.
- Update complete information - with dates, exact requests, complaints, product pitched, and customer's response.
- Update all customer requirements - eg. a change in internet plan etc.
- Ensure that you save and submit information.
- Check for old information and update the same when required.
- Check for missing information and update if you see anything blank.

Identification and Verification

Identification & Verification is the process to check if you are in contact with the right person. Some common questions asked for verification:

- Complete Name
- Date of Birth
- Billing Address
- Registered Mobile No. or Email ID

Purpose and tagging

After you complete the chat or receive email, you need to identify its purpose. This will allow your company to understand the customer needs and concerns. With the evolution of CRM system and process there is a tag type for almost every question your customer has asked. All you need to do is understand the customers query and match it to the broad category eg. Query, Complaint or Request etc.

Typing Skill

In order to develop typing skills, one should be familiar with the computer keyboard. A computer keyboard has alphabetic, numeric, function and other special keys. These keys help in entering the data as per requirement. Typing fast with accuracy comes only with practice. In this module you will learn the different parts of a computer keyboard and the different keys.

The alphabetical keys occupy three rows on the keyboard. You have to use both hands while typing. The alphabetical keys correspond to the letters in the English language.

Alphabetical keys in three rows:

- **Tab – Top Row:** The letters in the Tab key row include: QWERT (to be typed using the left hand) and POIUY (to be typed using the right hand).
- **Caps – Middle Row:** The keys in this row are: ASDFG and LKJH. This row is also called the 'home row' or the row, where you position your hands all the time.
- **Shift- Last Row:** The keys in this row are: ZXCVB and MN. Use the first finger of your right hand while typing the alphabets M and N.
- **Space Bar:** Use the Space bar, which is a long key just below the Shift – Last Row to put a space between the two words. Use your thumb for pressing the space bar.

Fig.2.1.1. A Keyboard

The numeric keys on the keyboard enable us to enter numbers. These keys are used when you have to make some calculations or enter numbers. The numbers keys are located on the number pad on the right corner of the keyboard. It contains numbers from 0 to 9.

Exercise

1. What are the skills required for good customer service?

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2. What are the benefits of providing great customer service: (More than one answer is applicable)
   a. Saves money
   b. Makes a long lasting impression
   c. Attracts new customers
   d. Satisfies existing customers

3. As a CRM you must always: (More than one answer is applicable)
   a. Argue with the customer
   b. Provide quick service
   c. Give incomplete information about the product or service
   d. Ensure that the customer is satisfied

4. A customer writes in to say, "I wanted your help for locating the nearest payment center for the EMI of my laptop." Your response will be:
   a. "Go to our website and you will get all the details."
   b. "I am busy and have no time."
   c. "Thank you for calling, I will surely help you with the nearest payment centre in your location."
   d. "I am not sure if I will be able to help you."

5. A customer writes in to say, "I wanted to buy a DVD player." Your response will be:
   a. "Sure Sir, can you tell me which model you are looking for?"
   b. "There are so many DVD players. Which one do you want?"
   c. "First decide your budget, which model you want to buy, which brand, etc."
   d. "We don't sell DVD players. Look elsewhere."
6. A customer writes in to say, "I am really disappointed with my laptop, it shuts down automatically!" Your response will be:
   a. "You must have changed the settings. It's your fault."
   b. "How is it possible, how can a laptop shut down on it is own?"
   c. "You must have pressed the switch off button by mistake."
   d. "I apologize for the inconvenience caused to you Ma'am, I will arrange for a technician to check your laptop."
7. Why is it important to maintain data security?

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8. List some of the measures taken by an organization to ensure data security.

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9. What is a CRM tool?

10. List the ways in which a CRM tool can be used.

Notes

UNIT 2.2: Language Skills

Unit Objectives

At the end of this unit, you will be able to:

1. Identify the base sound of the letters of the english alphabet.
2. Recall associated words with the base sounds.
3. Identify basic vowel sounds.
4. Discover how to fluently speak the basic vowel sounds.
5. Identify the variant vowel sounds.
6. Discover how to clearly pronounce the variant vowel sounds.
7. Identify and articulate consonant sounds b, c, d, f, g, h, j, k, i, m, n. P, q.
8. Identify and articulate consonant sounds and the common consonant blends.
9. Examine how to articulate the letters of the of the alphabet of the english language.
10. Recall the navy call list.
11. Assess the need to speak and understand the english language.
12. Assess the need to possess a neutral hindi language.
13. Determine how to speak in a neutral hindi language.
14. Utilise the common phrases effectively while interacting with a customer.
15. Utilise polite expressions and tone in your speech.
16. Discover how to manage different situations with diplomatic speech.
17. Distinguish between the different tones.
18. Utilise appropriate phrases and tones while interacting with customers.

2.2.1 Sounds in the English Alphabet

There are two basic sounds in the English language -- vowels and consonants.

Vowel sounds are pronounced with an open vocal tract.

For e.g. |a| |e| |i| |o| |u| are called **short vowels**

|a| apple

|e| egg

|i| ink

|o| orange

|u| umbrella

There are also **long vowels** |ai| |ee| |ie| |oa| |ue|

|ai| train

|ee| tree

|ie| die

|oa| goat

|ue| blue

These are the vowel sounds in the English alphabet.

Consonant sounds are produced by completely or partially closing the vocal tract.

There are 21 consonant sounds in the English alphabet.

Consonant sounds		Consonant sounds	
buyer	|b|	paragraph	|p|
cover	|c|	queue	|q|
digital	|d|	rate	|r|
feature	|f|	settle	|s|
good	|g|	term	|t|
hire	|h|	via	|v|
jump	|j|	wire	|w|
key	|k|	toxic	|x|
long	|l|	yards	|y|
morning	|m|	zero	|z|
net	|n|		

Sometimes two consonants come together or blend together and make a new sound. They are called consonant blends. The most common consonant blends are:

|ch| cheque, chat

|sh| share, shutdown

|th| three, this

|wh| while, when, who, what

|ng| long, morning

2.12.2 Identify Sounds

Take a look at this conversation.

Asha: *Hello Sir. I am Asha from Trinity Company. Can I speak to you for a few moments'?*

Yamir: *Yes.*

Let's analyse this conversation phonetically. We'll break up each word into sounds.

The first word is 'hello'

|h| as in hat

|e| as in egg/elephant

|l| as in long

|o| as in old

Put them together and you get the sound 'hello'.

In this word there are two vowels – the short 'e' and the long 'o'.

There are two consonants in it – h and l. The 'l' sound has two letters in it, but the sound is still one-l.

The next word is 'sir'.

|s| as in sat

|ir| like 'er' in sister

Put them together and you get the sound 'sir'.

In this word there is one consonant s.

The other sound in this word is a vowel and is the combination of i and r and which sounds like 'er' in sister.

The next word is 'I' and this is a vowel – the long i as in 'ice'.

The next word is 'am'

|a| as in apple

|m| as in exam

Put them together and you get the sound 'am'.

In this word there is one vowel – the short a.

The other sound is the consonant m.

The next word is 'Asha'. Asha is a noun — an Indian name. It is pronounced 'Asha'

The next word is 'from'

|f| as in fish

|r| as in rat

|o| like u in up

|m| as in exam

Put them together and you get the sound 'from'.

In this word there is one vowel – o which sounds like u in up.

The other three sounds are consonants – f, r, and m.

The next word is the name of a fictitious company so, let's skip that.

The next word after that is 'company'

|c| as in cat

|o| like u in up

|m| as in exam

|p| as in cup

|a| like u as in up

|n| as in tin

|y| like long e as in tree

Put them together and you get the sound 'company'.

In this word there are 3 vowels — o, a and ee. Both o and a sound like the short u and the long e is represented by 'y'.

The other 4 sounds are of consonants – c, m, p and n.

The next word is 'may'

|m| as in man

|a| as in apple

|n| as in tin

Put them together and you get the sound 'can'.

In this word there is one vowel – the short a.

There are two consonants in the word – c and n.

The next word is 'I'. We have already dealt with this before.

The word after this is 'speak'

|s| as in sat

|p| as in cup

|ea| like 'ee' in tree

|k| as in kin

Put them together and you get the sound 'speak'

In this word there is one vowel — the long e represented by two letters e and a together. In such a case a is not pronounced.

There are three vowels in this word – s, p and k

The next word is 'to'

|t| as in tin

|o| like 'oo' in moon

Put them together and you get the sound 'to'.

In this word there is one vowel – the long 'oo' as in moon.

There is one consonant in this word –'t'.

The next word is 'you'

|y| as in yard

|ou| like 'oo' in moon

Put them together and you get the sound 'you'.

In this word there is one vowel – the long 'oo' as in moon.

There is one consonant in the word – 'y'.

The next word is 'for'

|f| as in fish

|or| like 'or' in torch

Put them together and you get the sound 'for'.

In this word there is one vowel 'or' which sounds like a short o followed by an r and is represented by two letters o and r.

There is one consonant in this word – f.

The next word is 'a' which sounds squashed like 'uh'.

The next word is 'few'

|f| as in fish

|ew| like the long u in due

Put them together and you get the sound 'few'.

In this word there is one vowel – long u which is represented by two letters 'ew'.

There is one consonant in this word – f.

The next word is 'moments'

|m| as in exam

|o| like o in goat

|m| as in exam

|e| like e in egg

|n| as in tin

|t| as in tennis

|s| as in sat

Put them together and you get the sound 'moments'.

In this word there are two vowels – the long o and the short e.

There are four consonants in this word – m, n, t, and s.

The next word is spoken by the customer. He says, 'yes'

|y| as in yard

|e| like e in egg

|s| as in sat

Put them together and you get the sound 'yes'.

In this word there is one vowel – the short e.

There are two consonants in this word – y and s.

You must study words which you hear or read in this manner. It will make you familiar with the way they should sound and help you reproduce them in the same way

Tips

- You can always use a dictionary to help you understand how a word is pronounced.
- In an online dictionary you can actually hear the pronunciation of a word.
- Use the dictionary to know the meaning as well as the pronunciation of a word.

Make this a practice and you will soon be able to understand the English being spoken by your customers.

2.2.3 Identifying the Short Vowel Sounds

There are two kinds of basic vowel sounds – short and long.

If there is only one vowel in a word, then it is a short vowel sound. Some words with short vowel sounds are cat, bed, dog, pen, tin, bus, sun etc. Now let's look at the common words in the BPO industry which have short vowel sounds.

The words for each of the short vowel sounds are as follows:

a	e	i	o	u
that	help	give	lot	update
contact	sent	with	stop	number
address	credit	continue	not	button
have	hello	milk	offers	status
Package	Telephone	Policy	Solve	Customer

2.2.4 Identifying the Long Vowel Sounds

If there are two vowels in a word, then the first one will make long sound and the second one will make short sound or be quiet, for example snail, railway, electricity, eat, toothbrush, pillow, eye, you etc. Now let's look at the common words in the BPO industry which have the long vowel sounds.

For the long vowel sound 'ai' some common words are:

Terminate, explain, payment, available, mistake, details, complaint, pay, repairs, today, claim, day, name

This sound appears in spellings as ai or ay or a consonant e.

For the long vowel sound 'ee' some common words are:

Speaking, please, greeting, meeting, three, appeal, guarantee, read, policy

This sound appears in spellings as ee or ea or even y.

For the long vowel sound 'ie' some common words are:

Apologise, mobile, right, like, time, life, sign, might, polite, nice

This sound appears in spellings as ie/igh/i.

For the long vowel sound 'oa' some common words are:

Close, store, no, phone, know, also, follow, more

This sound appears in spellings as oa/ow/o.

For the long vowel sound 'ie' some common words are:

Apologise, mobile, right, like, time, life, sign, might, polite, nice

This sound appears in spellings as ie/igh/i.

For the long vowel sound 'oa' some common words are:

Close, store, no, phone, know, also, follow, more

This sound appears in spellings as oa/ow/o.

For the long vowel sound 'ue' some common words are:

Continue, few, issue, due, use

This sound appears in spellings as ue/ew/u.

Exceptions

However, there are some exceptions to the rule in each of the categories.

For example, the word **'you'** also produces the sound ue, however, the spelling of **'you'** does not have **'ue'** in it.

Tips

- When in doubt always use an online dictionary which gives the audio as well as the pronunciation key for any word.

2.2.5 Vowel Variants

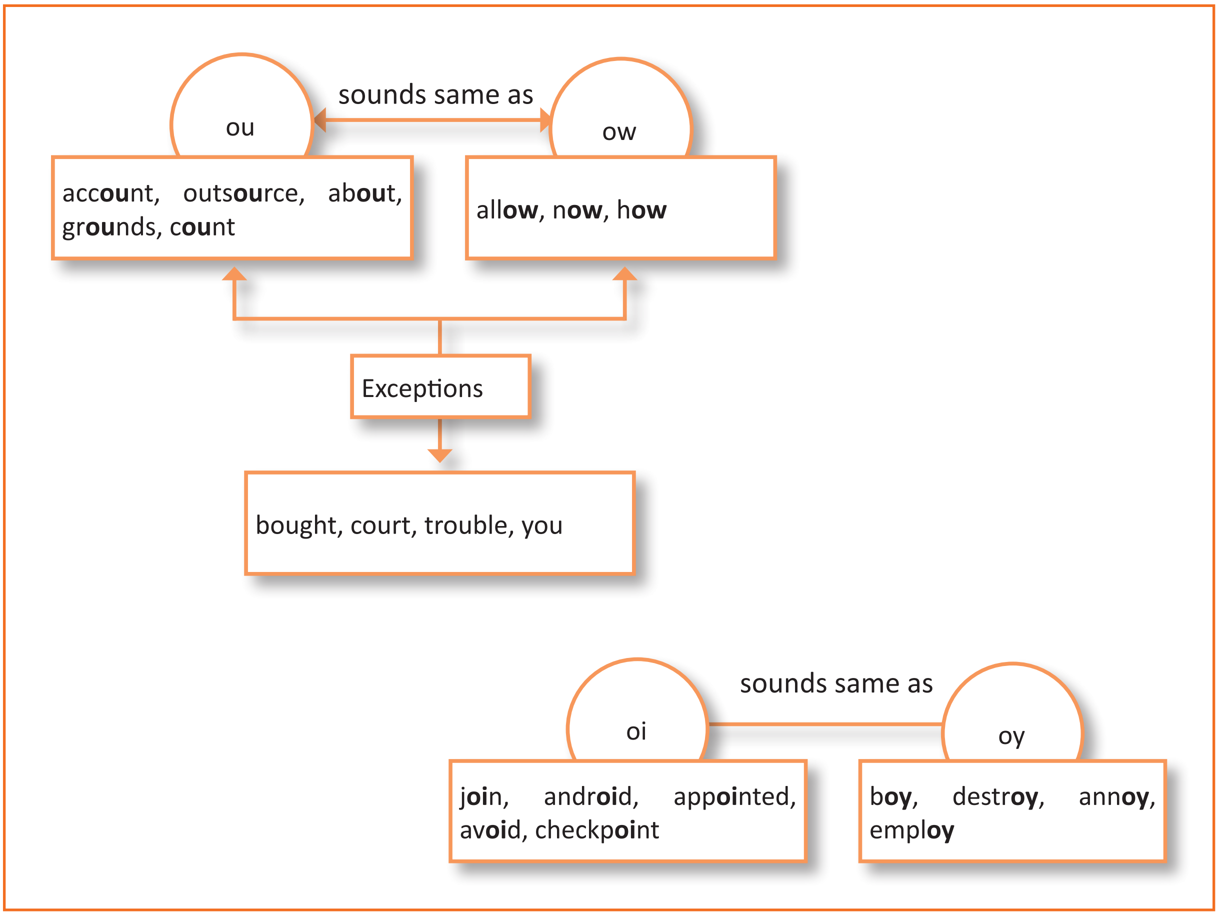
In some words, two same or different vowels may appear immediately one after the other. At such times, their pronunciation will change. Such occurrence is known as vowel variants. Some words that are commonly used in the BPO industry are: good, afternoon, account, spoiled, allow, destroy, etc. Let us list some more words which contain these sounds

First the short oo **oo - book - oo**	**Third ou** **ou - ouch - ou**
Second the long oo **oo - soon - oo**	**Fourth of** **of - oil - of**

<table>
<tr><th>Short sound 'oo'</th><th>Long sound 'oo'</th><th>Exceptions</th></tr>
<tr><td>good</td><td>afternoon</td><td rowspan="7">Some word do not match the sound even if they have 'oo' in them. Instead they sound like the log vowel 'o' For example: door. The 'oo' in blood sound like the short vowel 'u'.

door – 'oo' sounds like long vowel 'o'.

blood – 'oo' sound like short vowel 'u'</td></tr>
<tr><td>Checkbook</td><td>proof</td></tr>
<tr><td>look</td><td>soon</td></tr>
<tr><td>took</td><td>boom</td></tr>
<tr><td>football</td><td>booster</td></tr>
<tr><td></td><td>reboot</td></tr>
<tr><td></td><td>choose</td></tr>
</table>



2.2.6 Vowel-Consonant Variants

Some vowels combine with the r consonant making strong vowel sounds. Such instances are called vowel-consonant variants.

Let us learn these variants.

or — torn —or

er — mixer —er

ar — car —ar

Here is a list of the words commonly used in a BPO which contain these sounds.

For the sound 'or' some common words are:

Export, afford, resort, distort, format

For the sound 'ar' some common words are:

Start, part, carpark, large, market

For the sound 'er' some common words are:

Afternoon, never, ever, service, names of all months ending with er, faster, either, bigger, under, merge

This sound is the same as ir, ur, or, re, ar

Bird, circle, first, sir, third

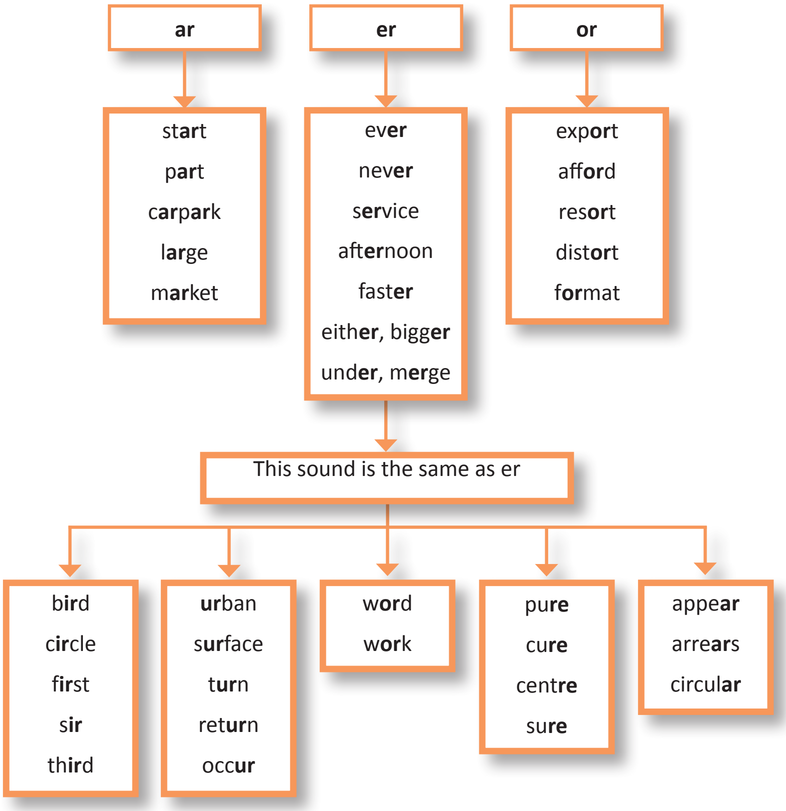
Urban, surface, turn, return, occur

Word, work

Pure, cure, centre, sure

Appear, arrears, circular

This diagram will give you a clear idea of the words



2.2.7 Sounds in the English Alphabet

Let us list out the words from the BPO industry, which contain the sounds b, c, d, f, g, h, j, k, l, m, n. p, q.

You'll find the sound 'b' in:

number, been, mobile, birth, buy

You'll find the sound 'c' in:

can, continue, caller, particular, customer

When 'c' is followed by e, i and y, it sounds like an 's' as in service, inconvenience, circle, juicy etc.

You'll find the sound 'd' in:

address, don't, and, caused, called, credit, difficulty

You'll find the sound 'f' in:

for, first, face, if, before, information, few

In the word 'of' 'f' sounds like 'v'

You'll find the sound 'g' in:

Give, good, go, again, got, ago, guarantee

In the words, genuine, charge, package, damage etc. 'g' sounds like 'j'

In words like bought, sign, right, 'g' is silent

In words like meeting, driving, calling, the 'g' sounds stops short of being pronounced fully.

You'll find the sound 'h' in:

have, however, how, here, help, hello, has

In words like with, the, this, that, birth, the 'h' sound is not found.

You'll find the 'j' sound in:

just, adjust, eject, disjoint, join, enjoy

You'll find the 'k' sound in:

k/ck: work, ask, acknowledgment, back, bank

The sounds 'c' and 'k' are the same in words like customer, work, case etc. Sometimes, they occur together in a word and still make the same sound 'k', like in pick, back, clock etc.

You'll find the sound 'l' in:

Long, hello, help, mobile, call, please

When a word is spelt with a double L in it, the sound does not change. It still is pronounced 'l'

You'll find the sound 'm' in:

ma'am, morning, am, me, may, my, them, immediately, terminate, mind

You'll find the sound 'n' in:

want, not, can, terminate, any, been, continue

You'll find the sound 'p' in:

problem, past, apologise, please, payment, deposit

You'll find the sound 'qu' in:

query, question, acquire, acquaint, require, adequate

2.2.8 Identify Consonant Sounds

Let us see some common words used in the BPO which contain the consonant sounds.

You'll find the sound 'r' in:

address, rupees, reason, several, problem

The letter 'r' is silent in several words which have the combination er, or, ar, like service, customer, particular.

You'll find the sound 's' in:

service, customer, sorry, section, solve

In words such as issue, pressure, fissure, the letter s makes the sound sh. In some words the letter s makes the zzz sound like in as, nose, choose, keys etc.

You'll find the sound 't' in:

terminate, time, credit, executive, connect, take

In words like another, 't' combines with 'h' and makes the 'th' sound. In words like often, mortgage etc. the letter t is silent.

You'll find the sound 'v' in:

voice, save, view, vast, five, effective, approve

You'll find the sound 'w' in:

will, what, with, word, between, worth

You'll find the sound 'x' in:

extra, expression, toxin, galaxy, tax, fix

The sound of letter 'x' in X-ray does not fit in the above list, because the X in X-ray sounds like 'ex' and not 'x'

You'll find the 'y' sound in:

yes, year, yesterday, yield, young

The letter y also comes in the place of vowel sounds - long e and long I - like in ability, family, academy, why, my, hereby, July

You'll find the 'z' sound in:

Zero, zip, zigzag, zone, zodiac, amazing, bazaar

2.2.9 Identify the Common Consonant Blends

You'll find the sound 'ng' in:

long, among, strong, wrong, angry, being

You'll find the soft 'th' sound in:

another, either, whether, this, the, other, with

You'll find the hard 'th' sound in:

three, birth, thank, thing, thick, thin, earth, athlete

You'll find the sound 'ch' in:

chairman, chance, change, champion, channel, check, achieve, approach

In some words like school, character etc. the blend 'ch' makes the 'k' sound

You'll find the sound 'sh' in:

short, shall, shape, shares, accomplish, cashier

2.2.10 Articulation of letters of the English Alphabet

Articulation is a part of the study of phonetics. Articulation means the actions and movements of all the parts of the mouth that we use in producing a sound while speaking. These include tongue, lips, teeth, roof of the mouth and vocal cords. Let us see how these come together to produce the various consonant sound.

- 'F' as in reef

  Bring the lower lip against the edge of the upper teeth, force the breath between the lips and the teeth.

  Examples:

  Proof, relief, stuff, cough, off,

  Say this tongue twister:

  Four furious friends fought for the phone

  Flies fly but a fly flies

- 'V' as in have

  Position of lips and teeth same as that for 'F', giving voice instead of breath.

  Examples:

  Resolve, dive, victor, every,

  Say this tongue twister:

  Very well, very well, very very well

- 'P' as in pipe

  Place the lower lip against the upper, forcing the breath from the lips.

  Examples:

  Rope, trip, tiptop, whip

  Here is a tongue twister:

  Peter Piper picked a peck of pickled peppers

  Picky people pick Peter Pan peanut butter

- 'B' as in rub

  Position same as for P, giving voice instead of breath.

  Examples:

  Absorb, feeble, superb, shabby, barb

  Tongue twister:

  A big black bug bit a big black bear on his big black nose!

  Bobby Bippy bought a bat, Bobby Bippy bought a ball

- ‘M’ as in rim
  Position as for P or B, forcing sound through the nose.

  Examples:

  Fame, Commend, pilgrim, perform

  Tongue twister:

  Mummy made me eat my melons and muffins

  Merrily mutter many remembered mercies

- ‘N’ as in man
  Place the tip of the tongue just above the upper teeth, forcing sound through the nose.

  Examples:

  Knife, nine, between, join

  Tongue twister:

  Nine nice night nurses nursing nicely

- ‘T’ as in test
  Position same as for ‘N’, giving breath instead of voice.

  Examples:

  Account, almost, reject, suggest

  Tongue twister:

  Tie twine to three tree twigs

  Terry taught her daughter Tara to teeter-totter, but Tara didn’t teeter-totter as Terry taught her to

- ‘D’ as in bad
  Position same as for T, voice instead of breath

  Examples:

  Load, divided, guide

  Tongue twister:

  Dick’s duck dived as deep as Dick’s dog dug!

  Double bubble gum, bubbles double

- ‘K’ as in kick
  Separate the teeth raise the base of the tongue to contact the soft palate, force the breath forward.

  Examples:

  Make, circle, track, talk, and speak

Tongue twister:

Clean clams crammed in clean cans

Kind kids kicked sticks

- 'G' as in tag

  Position as for K, giving voice instead of breath

  Examples:

  Great, colleague, begin, catalogue

  Tongue twister:

  Gobbling gargoyles gobbled gobbling goblins Gummy Peggy dug a slug for a pug

- 'L' as in hotel

  Place the tip of the tongue against the upper gum, the sides of the tongue remains lowered. Voice the sound.

  Examples:

  Article, still, initial, people, removal

  Tongue twister:

  Large lamps, small lamps, little lamps, light up lanes.

  Lily ladles little Letty's lentil soup

- 'S' as in sad

  Send the breath through the partially closed teeth with a hissing sound.

  Examples:

  Miss, loss, piece, stress, advice

  Tongue twister:

  Six slimy snails sailed silently

  Six sleek swans swam swiftly southwards

- 'Z' as in daze or S hard as in excuse Position same as for S, emitting voice instead of breath.

  Examples:

  Prize, easy, because, reason, amazing

  Tongue twister:

  Zizzi's zippy zipper zips.

  Zither reasons wisely, amazing Zoe

- 'R' as in rate

  Place the tip of the tongue near the roof of the mouth, back of the upper gum. Force breath through the aperture this makes. The tongue vibrating produces the sound.

  Examples:

  Roll, create, write, narrate, and raise, credit

  Tongue twister:

  Roberta ran rings around the Roman ruins

  Roland rode in a Rolls Royce

- 'J' or 'G' soft as in Judge

  Position same as for L, vocalizing the combination 'dch'.

  Examples:

  Margin, fragile, join, region, major

  Tongue twister:

  Jack the jailbird jacked a jeep

  Jelly in jars jiggle gently

- 'H' as in have

  Separate the teeth and force the breath forward.

  Examples:

  Half, home, health, whole

  Tongue twister:

  In Hertford, Hereford and Hampshire hurricanes hardly ever happen

  Her whole hand hurts horribly

- 'W' or 'Wh' as in what

  Slightly contract the lips and force breath through them.

  Examples:

  Whether, what, when, meanwhile

  Tongue twister:

  Wally winkle wriggles his white, wrinkled wig

  Whether the weather be cold or whether the weather be hot, we'll weather the weather whether we like it or not

- 'Y' as in yellow

  The middle of the tongue is raised to contact the hard palate just behind the upper gum, with the tip of the tongue touching the lower gum. Voice the sound.

  Examples:

  Yellow, yesterday, young, you, your

  Tongue twister:

  Yummy yellow yoghurt, yum yum yum

- 'th' as in this The tip of the tongue is placed between the upper and lower front teeth and the sound is voiced.

  Examples:

  This, the, whether, father, mother

  Tongue twister:

  The feather in father's cap is quite another

- 'th' as in three

  The tip of the tongue is placed between the upper and lower front teeth and air is forced out. It is unvoiced.

Examples:

Thirteen, thorough, Thursday, author, thanks

Tongue twister:

Thirty-three thirsty, thundering thoroughbreds thumped Mr. Thurber on Thursday then the thick teeth bit through the three thorns that the thin tree thrust forth

2.2.11 Navy Call List

The Navy Call List is a special list of words developed by the Navy. It was developed to help in situations where the other party across the phone/ wireless line has difficulty in understanding.

Here it is:

A for Alfa	J for Juliette	S for Sierra
B for Bravo	K for Kilo	T for Tango
C for Charlie	L for Lima	U for Uniform
D for Delta	M for Mike	V for Victor
E for Echo	N for November	W for Whiskey
F for Foxtrot	0 for Oscar	X for X-ray
G for Golf	P for Papa	Y for Yankee
H for Hotel	Q for Quebec	Z for Zulu
I for India	R for Romeo	

2.2.12 Need to Speak English Fluently

Read this conversation between the CSR Bunty and the customer, Mrs. Ghosh.

Bunty: "*Hello Madame, I Bunty want to talk to you about your loan payment.*"

Mrs. Ghosh: *"Yes tell me."*

Bunty: "*You are taking house decoration loan Ma' am? We are not getting the EMI Ma' am."*

Mrs. Ghosh: "*What language are you speaking, young man? I have been teaching in schools for twenty years and no one has ever spoken to me this way!"*

Bunty: "*I am not rude Ma' am, only telling you if the loan is not paid. ... then it is risk."*

Mrs. Ghosh: "*Risk? Are you threatening me?"*

Bunty: *"No no Ma' am, I am making sure you understand."*

Mrs. Ghosh: *"Who are you to make me understand'? I'm changing my loan to another bank with better service!"*

This example is the opposite of what we want to do. We want our customers to get smooth and easy service with ready information. Our speech should be correct, simple and easy to understand. You need to speak basic English correctly to go ahead in your career.

Here are some guidelines for you on speaking English fluently in the following sections.

2.2.13 “A”, “An”, “The”

Here is the correct use of **‘a’.**

Example 1: This is a call centre.

Example 2: He is a difficult customer.

Rule: When the object is one of any, then use “a” before the object.

See how to use **‘an’.**

Example 1: I have an irate customer to handle.

Example 2: I will send you an email about the details.

Rule: Use “an” when the object is one of any and begins with a vowel sound.

People always leave out the article - ‘The’. We need to use article the when we are talking about something specific.

Example 1: I am going to the office.

Example 2: Kindly be on the line.

Example 3: Will you take the call’?

Example 4: This is the ‘accepting order’ department.

Rule: When you know WHAT the object is, always use ‘the’.

2.2.14 “I”, “you”, “he/she/they”

Bunty was asked by one of his friends to introduce himself. Let us see how Bunty introduced himself.

“Myself Bunty, working in a BPO.”

His friend corrected him and suggested that it should be *"I am Bunty. I work in a BPO."*

Now let us see the simple use of pronouns I, You, He and She

use of pronouns	Example
"I" - First person	I will put you on hold now.
"You" - Second person	You will receive an email soon.
"He"/"She"/"They" - Third person	She will help you with your enquiry. He will meet you in the canteen. They will help you with your enquiry.

2.2.15 Common Mistakes

Let us see some common mistakes that we make while speaking.

Incorrect	Rule	Correct
"Sir, I tried to call you an hour back."	When we indicate the past, instead of 'back; we must use 'ago'.	"Sir, I tried to call you an hour ago’'
"All the peoples who bought this product have liked it."	People and children are plural by themselves. Do not add an’s’ to either of these words.	"All the people who bought this product have liked it."
"Ma' am, you bought the matter up."	'Bought' is the past tense of 'buy; while 'brought up' is the past tense of bringing something up.	"Ma' am, you brought the matter up."
"Is today your happy birthday Ma'am?"	While you sing, 'Happy Birthday!' to people, the actual day is just the person's birthday.	"Is today your birthday Ma'am?"

2.2.16 Tips to Improve your Fluency

You can learn to speak correct English in the following five easy steps.

Now let us see how Bunty speaks with Mrs. Ghosh in the same credit collection call which he had made earlier. Bunty has received some inputs and correct guidance on speaking English correctly.

Bunty: *“Hello Madame, this is Bunty from Sourcing Solutions. I just want to talk to you about your loan payment.”*

Mrs. Ghosh: *“Hmm okay, yes tell me.”*

Bunty: *“You had taken the house decoration loan a year back, I mean a year ago. We have not got the EMI for the last two months Ma’ am.”*

Mrs. Ghosh: *“Yes, young man. I know that. I had some personal problems."*

Bunty: "*I understand Ma’ am. I just wanted to tell you that the interest amount is increasing. May I help you find a solution Ma’ am?”*

Mrs. Ghosh: *“Hmmm... you are a polite young man. Okay tell me...”*

If you practice these tips, just as Bunty has done, you will surely do well in your job!

Tips

- Read the English newspaper aloud.
- Practice reading aloud before the mirror.
- Listen to the English news.
- Constantly speak to everyone at home and at work in English.
- Observe the Leads/seniors and colleagues who speak well, and imitate their phrases.
- Always be eager and willing to get your speech corrected.
- Try to work on the suggestions immediately and put them into practice.

2.2.17 All about Syllabus

Let's observe the words in the following examples to identify the syllables in them.

1. **"Good Morning!"**
   - Good - has one vowel sound 'oo'. So the word has just one syllable, or the word is monosyllabic.
   - Morning - mor-ning - has two vowel sounds, 'or', 'i'. So the word has two syllables.

2. **"May I explain the offer to you?"**
   - 'May' has one vowel sound a. Therefore it is monos yllabic.
   - 'I' has 1 syllable.
   - 'Explain' has two syllables - ex-plain
   - 'The' has one syllable.
   - 'Offer' has two syllables - off-er
   - 'To' has one syllable.
   - 'You' has one syllable.

3. **"Please hold on."**
   - 'Please' has one syllable.
   - 'Hold' has one syllable.

Tips

- Another way of identifying the number of syllables in a word, is to count the number of times your mouth opens when you slowly pronounce the word.
- 'On' has one syllable.

2.2.18 Word Stress

In English, we do not say each syllable with the same force or strength. In one word, we put emphasis on ONE syllable. We say one syllable very loudly, and all the other syllables very quietly.

Let's take 3 words: photograph, photographer and photographic. Do they sound the same when spoken? No, that's because we stress ONE syllable in each word. And it is not always the same syllable.

In the word, **'photograph'**, there are 3 syllables, and the first one is stressed in this case - **'PHO-to-graph'.**

In the word, **'photographer'**, there are 4 syllables, and the second one is stressed in this case- **'pho-TO-graph-er**

In the word, 'photographic', there are 4 syllables, and the third one is stressed in this case -**'pho-to-GRAPH-ic'.**

This happens in all words with two or more syllables.
For example: TEACH-er, CHIN-a, AFT-er, conver-SA-tion, IN-teresting, im-POR-tant, de-MAND, a-BOVE, CUS-tomer, PRO-duct, COM-pany, MIN-ute, speci-AL-ity, OFF-er, etc.

The syllables that are not stressed are **weak** or **small** or **quiet**.

Word stress in English is not optional, it is part of the language. If, for example, you do not hear a word clearly, you can still understand the word because of the position of the stress.

Now imagine that you are speaking to somebody over telephone with a very bad connection line. You cannot hear clearly. In fact, you hear only the first two syllables of one of these words, photo… which word is it, photograph or photographer? Of course, with words stress you will know immediately which word is it because in reality you will hear either **PHOto**… or **phoTO**… So without hearing the whole word, probably know what the word is **PHOto**…graph or **phoTO**.. grapher. Of course, you also have the 'context' of your conversation to help you.

This is a simple example of how stress helps us understand English.

There are two very important rules about word stress:

1. **One word, one stress.** (One word cannot have two stresses. So if you hear two stresses, you have heard two words, not one word.)
2. **The stress is always on a vowel**

Tips

- If you use word stress in your speech, you will instantly and automatically improve pronunciation and your comprehension.

2.2.19 Rules for Word Stress

There are some rules about which syllable should be stressed.

When you learn a new word, you should also learn its stress pattern. If you keep a vocabulary book, make a note to show which syllable is stressed.

Other than the two basic rules mentioned before, other rules are based on the parts of speech. They depend upon whether the word is a noun, adjective or a verb.

1. **Stress on the first syllable**

   Examples:

   a. 'It is a PRESent for you along with the package sir'.
   b. 'The Product is an Export from China sir'.
   c. 'Have you placed the box on a Table ma'am?'
      - Most two syllable adjectives

        Examples:

        a. 'look for the SLENder wire that is behind the instrument sir.'
        b. 'I will be happy to send the executive tomorrow ma'am'

2. **Stress on the last syllable**
   - Most two syllable verbs

Examples:

a. Please pre-SENT your credit card and the time of check-in sir.'

b. 'You'll have to ex-PORT the data to an Excel file sir.'

c. 'You'll have to de-CIDE on the date of travel first ma'am.'

d. 'You can be-GIN to use the service in 24 hours sir.'

3. Stress on the penultimate syllable. Penultimate means second from the end.

- Words ending in '-ic'

Examples:

a. 'It loo this the GRAPH-ic card of your computer is not working sir.'

b. 'The geo-GRAPH-ic location of your last mobile has been located sir.'

- Words ending in-sion and-tion

Examples:

a. 'The company channel on your tele-VI-sion, will give you details of your recharge status ma'am'.

b. 'The available colours are car-NA-tion red, crimson red and aquamarine blue.'

5. Stress on the ante-penultimate syllable. Ante-penultimate means third from the end.

- Words ending with –cy, ty, -phy,-gy

Examples:

a. 'Can you tell me the con-SIS-tency of these errors on the machine sir?'

b. 'The ac-TI-vity records for your telephone will be

c. 'The company phi-LO-sophy towards customer satisfaction is incomparable ma'am. Be assured your concern will be taken care of.'

d. 'Your medical insurance will be finalized only after your cardi-0-logy report is finalized sir.'

- Words ending with — al

Examples:

a. 'It's CRI-tical for me to know the exact details of the expense ma' am, only then can I investigate it further.'

b. 'We have an ADDI-tional package with the platinum pack ma' am. Would you like to have it?'

6. Compound words (words with two parts).

- Stress on the first part for nouns

Examples:

a. 'Can I have some BACK-ground information ma' am?'

b. 'It is possible that the KEY-board is not functioning correctly sir.'

Tips

- You can look in a dictionary for the phonetic spelling of words. This is a where they show which syllable is stressed, usually whit an apostrophe (') just before the stressed syllable. The notes in the beginning of the dictionary will explain the system used.

- Stress on the second part for adjectives

  Examples:

  a. 'In our retro caller tune facility, we have some nice old-FASH-ironed melodies ma'am.'

  b. 'It was nice talking to a good-TEM-pared lady like you ma' am.'

- Stress on the second part for verbs

  Examples:

  a. 'I under-STAND your problem sir. I will need a little more information, before I can help you.'

  b. 'Did you over-CHAR-ge me for this service?'

2.2.20 Need for a Non-Language

Let's look at the way in which different CSR's speak Hindi in their respective regional Languages. Now see how the customers listening to those CSRs reacted.......

CSR1 (Punjabi): "*Hello-ji! Main aapki madad kaise kara sakte hoon?*"

Customer: *"Hello, hello? Kya main Fone-Fone main billing ki baat kar sakta hoon'?"*

CSR1: *"Crack-ed ji! Yeh billing da kya mamla hain?"*

Customer: *"Cracked? Kya matlab tumhara? Main abhi complain kar deta hoon!!!"*

CSR2 (Bihari): *"Hellooo. Hum aapka kaise madad kar sakta hoon?"*

Customer: "*Mujhe apne EMI ke bare mein batao."*

CSR2: *"To boliye na... ka EMI bharna chahte hoo?"*

Customer: "*Hum baad mein phone karta hoon!"*

CSR 3 (Bombaiya): *"Hum aapka kaise madad kar sakta hoon?"*

Customer (Bengali Language): "*Hello... kya ham Sourcing mein baat kar rahe hain?"*

CSR3: *"Haan Ma' am. Right bola. Aap ko kuch mangta kya?"*

Customer: "*Mangta kya? Tum kya bolta hain humko nahin pata!"*

CSR4 (Neutral Hindi): "*Aadaab, aapka swaagat hain. Hum aapki kya seva kar sakte hain."*

Customer: *"Sorry'? Main table khareedna chahta hoon."*

CSR4: "*Avashya. Kaunsi aakar ka table khareedegi."*

Customer: "*Aakar? Nahin nahin — table chahiye..."*

Did you observe the language used by the CSRs and customers from varied regions of India'? When customers call us, they expect to hear a uniform Language in Hindi. They don't want to know which part of India you come from, and a strong Language comes in the way of customers understanding us clearly.

2.2.21 Speaking with Neutral Language

Now let us see how Bunty with his good non-Languageed Hindi would handle a call.

Bunty: *"Namaskar Ma'am, main Bunty Sourcing Solutions se... aapki kya madad kar sakta hoon? "*

Customer: *"Mujhe Sourcing Solutions mein baat kama hain."*

Bunty: *"Haanji, yeh Sourcing hi hain. Boliye, aap ko billing se baat karni hain ya order dena hain?"*

Customer: *"Order hi dena hain... woh maine plate set dekha tha..."*

Bunty: *"Kripaya mujhe aapka naam bataiye, jo aapke credit card par diya hua hai.*

Kya mein aapka pataa jaan sakta hoon?"

Bunty: *"Kya mein aapka phone number jaan sakta hoon?"*

Cusomer: *"9930427896."*

Bunty: *"Dhanyawad Ma' am, Aap jis product ka order dena chahate hai uska naam ya code bata sakte hain?"*

Customer: *"CRZ 5834."*

Bunty: *"Shukriya Ma' am,Aap kitna order dena chahate hain aur aapke Bhugtaan ka tareeka kaunsa hoga? COD ya creditcard? 3 se 5 karyakaari dino mein yeh product aap tak pahuchaya jayega."*

"Anya kisi poochtaach ke liye, kripaya 988877888 par phone kijiye. Phone kame ke liye dhanyawaad. Aapka din shubh rahe."

This proves that a neutral Hindi Language helped the customer understand Bunty clearly and she could proceed with her order. A neutral Language, or no Language, really helps the customer feel comfortable.

A neutral Language will ensure that you are accepted by customers calling from any part of the world.

It will help you to be understood easily by any customer

2.2.22 How to Get a Non-Language

A strong regional Language can come in the way of a customer willing to listen to what you are saying.

Here are some tips which will help you speak Hindi in a neutral Language.

- Read a Hindi newspaper aloud
- Read Hindi books with correct pauses
- Listen to Hindi news
- Practice tone modulation
- Practice with a friend who speaks good neutral Hindi

2.2.23 Some Common Phrases

2.2.24 Peer Sensitivity

Impolite Expressions

Scenario 1:

Ravi: "Samir, **I don't think your proposal for the team schedule is going to work!"**

Samir: *"As a Team Lead I will decide that. Please go back to your work until it is time for you to leave!"*

Scenario 2:

Bela: *"Er... Sanaya. Can you tell my Team Lead I want to go home early? You always speak without thinking."*

Sanaya: *"Okay let me see."*

Although Ravi and Bela did not mean to offend Samir and Sanaya, they could have put across their point more politely. Politeness begins not only at home, but also at work- be it with your Team Leader, colleagues or friends.

Let us now see how Ravi and Bela could have done better. In the scenarios below Ravi compliments Samir and Bela asks Sanaya for help very politely.

Polite Expressions

Scenario 1:

Ravi: *"Oh! That was a great schedule you have drawn up! Uh..I had just one small problem — May I...? Well, I get only 20 minutes for making my entries...Could we make some more time for that please?"*

Samir: *"Oh! Ok.. I must have missed that. I will definitely change it... thanks for bringing it to my attention, man!"*

Scenario 2:

Bela: *"Hey Sanaya. I have a favor to ask. I need to leave early to visit the doctor but I am not sure how to tell my TL.... You always know what to say. Can you help me tell him please?"*

Sanaya: *"Sure Bela."*

Tips

These are tips that will help you manage your customers too

- Compliment the person.
- Always try to say something positive about the person before pointing out a mistake.
- Always be polite when asking a favour.

2.2.25 Tone and Choice of Words

Let us look at an example of how the tone of voice can affect a collection call.

Bunty (casually): *"Hello, Sir. This is Bunty calling from Holiday Bank. I am calling to ask you about your Payment.''*

What could have Bunty said instead? Here are a few options to lead the way:

- "Is this a good time to talk?"
- "We value your time and would like to inform you of an oversight."

Second mistake - You cannot insult a customer by directly asking payment from him. Your options here are:

- "We seem to have missed a payment on you premium. I fully understand your position that you were busy, and could not attend to it."
- "Here is one way we could work this out."

Mr. Anthony: *"Do you know who you are speaking to?"*

Bunty: *"No Sir, may I know who you are?"*

That is obviously foolish. Always show respect to your customer even if he is being unreasonable. What you can say in this situation is:

- "I can see why you are upset, but please let me work this out for you."
- "I value your business with us, which is why I would love to work out a solution that suits you."

Mr. Anthony: *"W H A T? Who is this'?"*

Bunty: *"I am Bunty."*

Mr. Anthony: *"Bunty? I will make sure you never work anywhere after this!"*

Well, at this point there is not much one can do. However, here is an option:

- *"We understand why you are upset."*
- *"We assure you this mistake will not happen again. Please let us know a way by which we can correct this."*

These are, what we call, polite expressions. They help calm irate customers and assure them that we are here to help them.

We' ve learnt about polite expressions. But polite expressions, if NOT said in a polite tone, will no longer sound polite.

Take a look at this sentence. See how Sanaya handles a customer service call in two different ways.

Rude, Unkind Loud Tone

Polite Tone

Did you make out the difference? The lines are the same! The tone and how you modulate your voice is what makes all the difference!

Both choice of words and the tone should be used to:

- Compliment the person
- Say something positive
- Show empathy for their situation

2.2.26 Polite Expressions

List of polite expressions for some common situations.

To empathies with the customer:

1. We value your time...
2. I will personally take care of that.
3. I fully understand your concern.

To respond to complaints from the customer:

1. Thank you for bringing this issue to our attention.
2. I'm sure I will be able to help with that.
3. I am going to give my personal attention to the matter.
4. I can see why you are upset.
5. I value your business with us.
6. This is very important feedback.
7. Such a thing can be annoying at times.
8. Thank you for bringing this to our attention.
9. Do you have any suggestions about how we should do it?
10. I know exactly how that feels.

To resolve a problem faced by the customer:

1. May I suggest some options?
2. Here's what I can do for you?
3. Here's one way we can work this out.
4. There are a couple of things that I can do for you right away.
5. I will make this my topmost priority.

To put the customer on hold:

1. We appreciate your patience while we process.
2. I assure you that it will be handled as quickly as possible.
3. I will have this processed at the earliest.
4. I assure you that it will be added as quickly as possible.
5. May I put you on hold while I access your account?

2.2.27 Different Tones of Voice

Anger:

A customer: *"WHAT? It is not MY mistake, did you say? How COULD YOU BE SO CARELESS? This statement when said in a loud and unkindly voice indicates extreme anger."*

Calmness

A CSR: *"Yes Sir, I am listening and I understand your problem. I seek your cooperation, so I may help you Sir."*

We can make out that a CSR is responding, possibly, to a difficult customer. However, note the calm-ness in his tone.

Impatience

A customer: *"When will I get my new ATM card? I want you to send it to me in the next two days, else cancel it."*

This clearly echoes impatience in the customer's tone. As a CSR you must handle such customers with extreme care to ensure they do not turn into irate customers.

Assurance

A CSR: *"Yes Ma'am, I will ensure that your defective digital camera gets repaired or replaced. Assurance helps gain the trust and respect from the customer."*

Pleasantness

A CSR: *"Thank you ma'am, it was a pleasure talking to you. Have a good day."*

A cheerful and pleasant tone is always welcome. It goes a long way in build customer relationships.

2.2.28 Phrases to use

Phrases for personalized greetings

"Good morning Mr. Mehta can I have a few minutes of your time please? "Congratulations for your new car Sir."

"Thank you for cooperating Ma'am, the information would've been incomplete without your valuable feedback."

Beginning a conversation by greeting the customer, addressing the customer by his/her name helps to personalize the conversation. It cuts the ice with the customer who is likely to be more receptive.

Phrases for asking questions

"May I know your customer ID please?"

"How may I help you Sir?"

"Would you like to know anything more about our products?"

When you ask questions, sound genuine and sincere. It shows that you are ready to help.

Phrases to seek confirmations

"Sorry, could you come back to what you were saying?"

"Your voice is not clear, would you please repeat?"

"Sorry did you say that you were calling from GDR Bank?"

Use the above phrases if you wish to seek confirmations on what you've heard or understood.

Phrases to give assurances

"I will surely help you block your sim card in the next 10 minutes"

"We are here at your service and will solve your problem immediately"

"Don't worry ma'am it's just a temporary problem. You will be able to see all the channels in a short time from now"

Say these phrases when you wish to assure your customers. Sound sincere and firm when you say them.

Exercise

Read the questions and tick on the appropriate answer.

1. Which of the following sounds accurately represents the consonant 'b'?
   a. number
   b. call
   c. card
   d. multiply

2. Which of the following words accurately reflects the 'c' sound in call?
   a. centre
   b. current
   c. service
   d. adequacy

3. The 'd' sound in direct is the same as the 'd' sound in:
   a. ledger
   b. distance
   c. spent
   d. Internet

4. The word 'figure' has the consonants
   a. 'f' and 'g' in it
   b. 'c' and 'b' in it
   c. 'm' in it
   d. 'qu' in it

5. In the statement, 'Can I just have your mobile number?' j and h sound like j and h in
   a. Parts and this
   b. there
   c. enjoy and how
   d. what and three

6. Which of the following words does not reflect the sound 'k' in bank
   a. know
   b. back
   c. alike
   d. token

7. Which of the following sets of words begin with the consonants L, m, n, p, and qu
   a. Monday, long term, question, territory, near
   b. tower, card, however, number, morning
   c. loan, market, problem, service, barcode
   d. query, payment, life, medical, nice

Note:- For more Exercises refer to the Website

Notes

Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

N·S·D·C
National
Skill Development
Corporation
Transforming the skill landscape

IT - ITeS SSC
NASSCOM

3. Deal Remotely with Customer Queries

(SSC/N3021)

Key Learning Outcomes

At the end of this unit, you will be able to:

1. Identify how a CCE can be effective.
2. Recall the industries which have a CRM.
3. Examine how to open a chat and greet a customer.
4. Analyse how to confirm customer details.
5. Apply probing techniques to understand customer needs.
6. Categorise customer queries, requests and complaints.
7. Categorise the issue in QRC.
8. Determine how to confirm all the details.
9. Show how to provide solutions in minimum time.
10. Explain how to work with difficult customers.
11. Solve customer issues through escalation.
12. List the advantages of taking customer feedback.
13. Estimate customer satisfaction and close the chat.
14. Explain the basics of communication.
15. Analyse the ways of effective communication required for a CCE.
16. Discuss the basic professional skills needed to be effective as a CCE.
17. List the different skills required to deal with customers.

UNIT 3.1: Introduction to Dealing with the Customer and Greet the Customer

Unit Objectives

At the end of this unit, you will be able to:

1. Identify how a CCE can be effective.
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4. Analyse how to confirm customer details.

3.1.1 Introduction

A Customer Care Executive is one who is entrusted with the responsibility of managing the customers' needs, there replies and work on their satisfaction. Further, a CCE is the link between the company and the customer.

To be effective a CCE:

- Should know the customer's needs. He should be well aware about the ways to deal with the customer and follow proper process to cater to the needs. He or she should be well versed with the problems customers are trying to solve.
- He should not only solve customer requests but proactively offer ideas and insights to improve the customer's issues and challenges.
- He should follow up on every issue and ensure complete satisfaction and maximum utilization of the product or services sold to customers

Some of the major industries having CRM

Overview of the Process

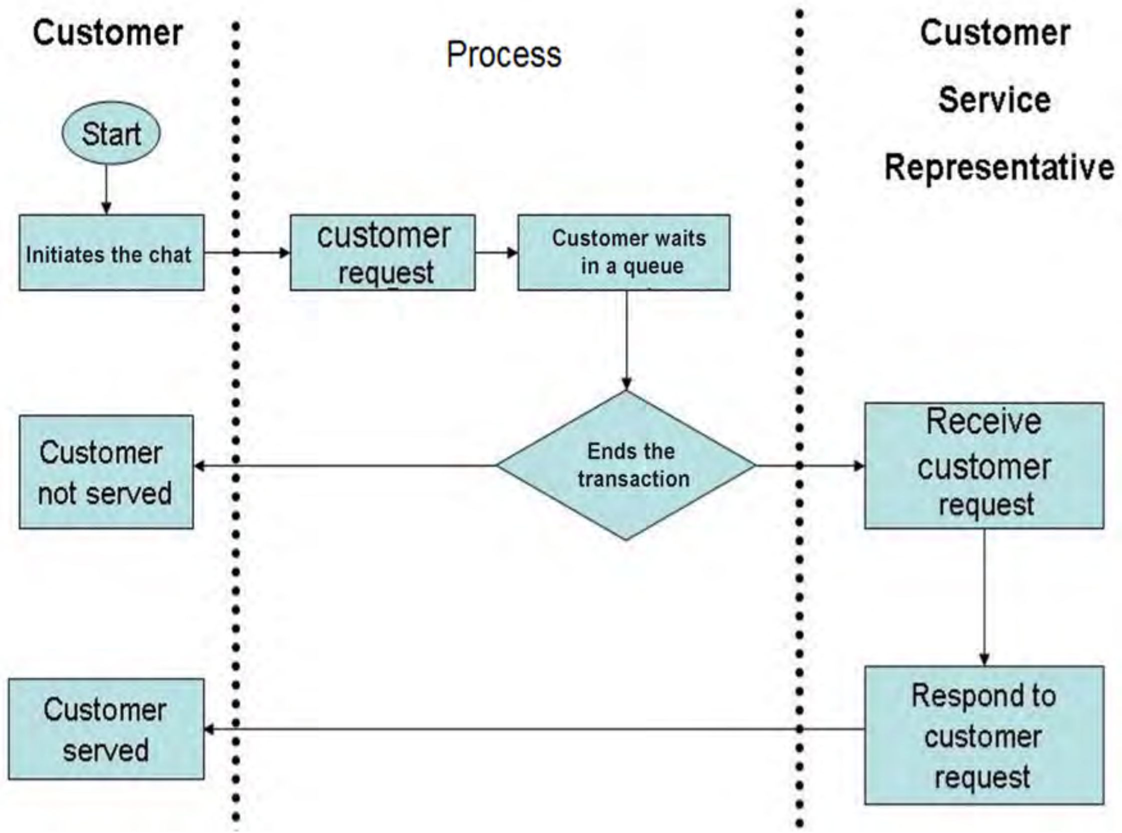


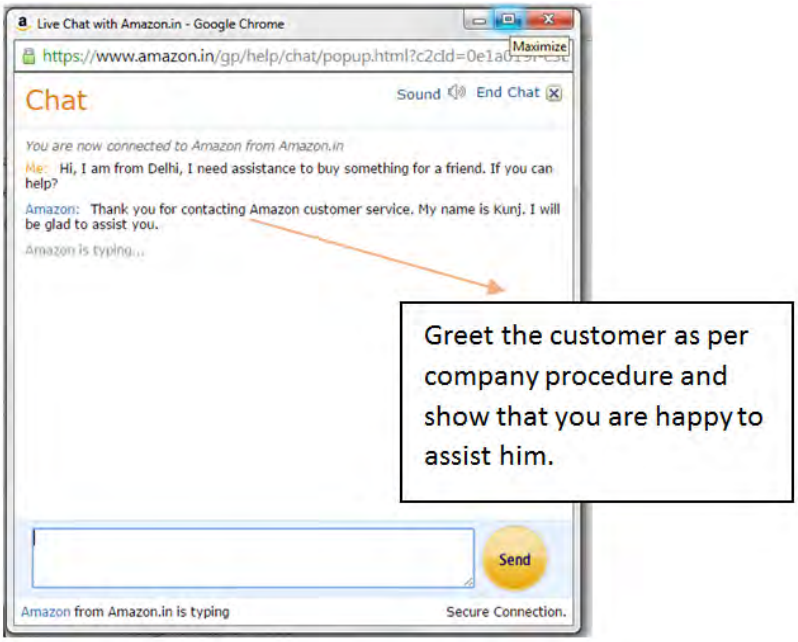
Fig. 3.1.1 Overview of the Process

3.1.2 Opening a Chat/ Email Conversation

Live chat provides a quick, two-way interaction suitable for simple problem solving, often in support of self-service. Online chat offers a powerful engagement platform that is real-time, secure, personal and very cost-effective — attractive attributes as companies look to engage more customers online while reducing their call volumes into the contact centre. However, the key is to launch and manage online chat effectively to avoid potential customer frustration and brand damage.

How to start a chat:

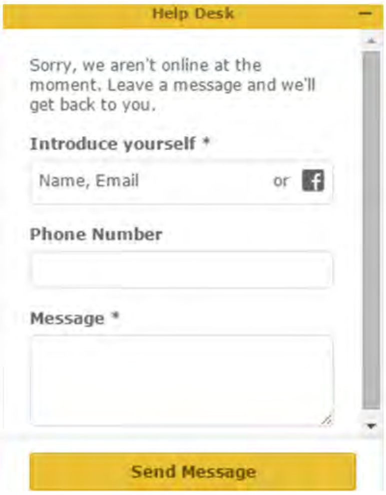
1. **Greet the customer:** The first and foremost thing to keep in mind while starting a conversation with a customer is to greet him/her. The greeting should be like a warm welcome to the customer ensuring to be with him until he/she is done with the query or request raised. Though, greeting should be according to the company's prescribe procedure, avoid keeping it wordy and then come to offer help right away.



2. Verifying details: Ask the customer his details so that you can be sure of who he is and from where is he calling, whether your service area is same or not, whether customer is the registered one or not, if yes, your CRM data will give you the information which you can update based on customer's query or request.

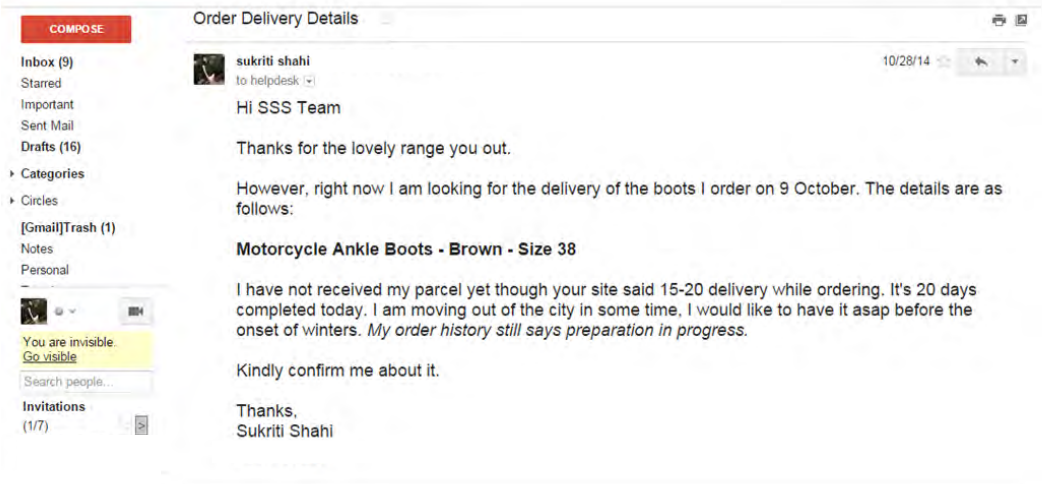
Obtaining Requests over Email

This is another way of receiving customer's queries/requests/complaints and sending them solutions. Resolution of problems through emails does not happen in real time and thus the customer relationship executive needs to see the category of problem, decide turnaround time for that, inform customer about it and get back to the customer before that time period.

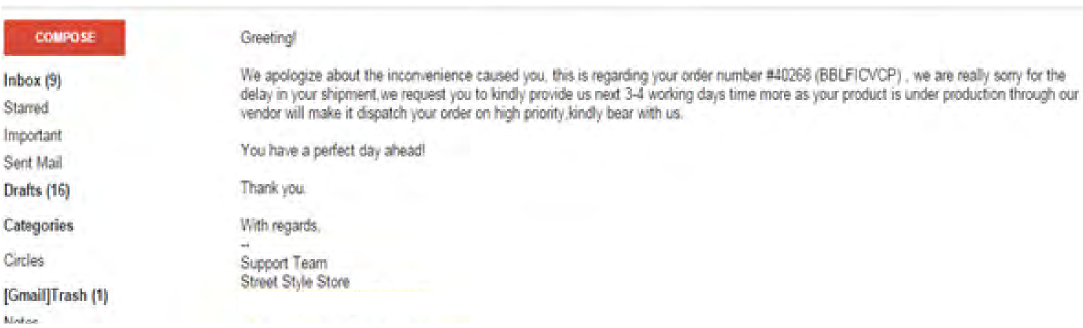


Complaint Sent through Email

A customer sends a complaint to the company through email on 28-10-2014 complaining about the delay in delivery of his ordered product. The customer also complains about the website not showing the order progress.



The answer to the same is received on the same date after some time which clearly acknowledges the customer's problem and mentions the turnaround time for the same.



3.1.3 Tips for Effective Chats

1. Provide customers with a transcript

When customers chat with chat agents, they pick up useful information they may want to keep in their records. The problem is that most people don't record every conversation, so this information can get lost. Action: At the conclusion of a live chat session, offer to email a copy of the transcript to your customer for their records.

2. Use canned messages

Canned messages are a set of pre written messages which the CCE has access to on his CRM Tool. When customers arrive within a live chat conversation, they should be greeted professionally and with courtesy. But it can take a lot of time for your chat agents to type out these standard messages time after time. This is where automated canned messages can really help. Use them carefully and wisely.

3. Use targeted proactive chat

Customers won't always initiate the chat conversation, so you will need to proactively identify individuals who may need help and then raise the chat window with them. Customers may refuse the offer to engage in live chat, but this is not bad. In fact, just raising the offer to chat is sufficient to convey a sense of goodwill.

4. Use pre-chat survey

When customers initiate a chat session, they should be allowed to provide some preliminary information, within a pre-chat survey, that will set the direction of the chat session. For example, they can provide their name and a quick description of what they're looking for. The chat agent can then enter the conversation prepared to answer the customer's concern.

5. Promote cross-department cooperation

Chat agents should be considered an in-house sales and support department, and as such, they should understand all product lines within your organization. This qualifies them to provide a more thorough perspective when dealing with customers – either as salespeople or as support personnel.

6. Use a typing indicator

Your CRM Tool might also enable you to see what the customers are typing while they type it. It not only gives you an insight to what the customers are thinking as they type, but it allows you to respond more quickly with an answer. With an effective CM Tool, you also should be alerted when a customer has hit the "send" button during chat. The alert can be audible, visible, or both and it can be used to interrupt a busy chat agent and let him know that a customer is awaiting a response. Keep in mind that you are likely to be handling multiple conversations at the same time, so anything that helps you to multitask will help.

7. Use chat transfer

You as a chat agent may not be required to know everything. Individual agents may have different areas of expertise. If a chat agent is involved in a conversation that is outside his current level of expertise, he can quickly transfer to another agent. When you do this, ensure that the customer is aware of the transfer.

8. Accept chat requests automatically

Customers shouldn't have to wait for someone to answer the chat request. Once a customer initiates a chat session, the system should accept the chat automatically and inform the customer that a chat agent will respond right away. (During this time, the customer can fill out a pre-chat survey, as mentioned in item 4.) Your response time should be less than 10 seconds. The only way to guarantee the quick response is to accept all chats immediately.

9. Check chat history for returning visitors

You may gain valuable perspective by quickly reviewing previous chats with an individual customer. This allows you to come up to speed on issues that the customer discussed previously, and to proactively follow up with any questions. Customers will appreciate the fact that they don't have to repeat their previous problems to newly assigned chat agents.

10. Chat button to email

Customers who receive email may have a chat button embedded directly on their email. This is a nice feature that allows the customers to provide direct feedback on questions they may have regarding the email. Emails could be anything from periodic newsletters or follow-ups to individual questions or grievances.

11. Live chat integrated with your CRM tool

Your companies CRM Tool might be integrated with the Live Chat, in this case you will have access to customer sales records. This will allow you to update the CRM records after a chat session. It also allows you to gain additional perspective into each customer's history, if such history already appears within the CRM tool.

Exercise

1. Write a sample greeting script to a customer who logs in your site.

____

____

2. Give 5 personal details you will ask for to verify a customer.

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____

3. Give any 5 tips for effective live chats.

____

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Notes

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UNIT 3.2: Address Customer Issues

Unit Objectives

At the end of this unit, you will be able to:

1. Apply probing techniques to understand customer needs.
2. Categorise customer queries, requests and complaints.

3.2.1 QRC – Query, Request and Complaint

A CCE responds to customer's queries and requests, gives details about products and services and resolve complaints with regular follow-ups. They are the ones customers come in contact with in case of any doubt.

In this Module, we will get acquainted with types of interactions customer relationship executive has over chat or email.

Query

Query is question or inquiry. Through a query a customer tries to get information about a product or service.

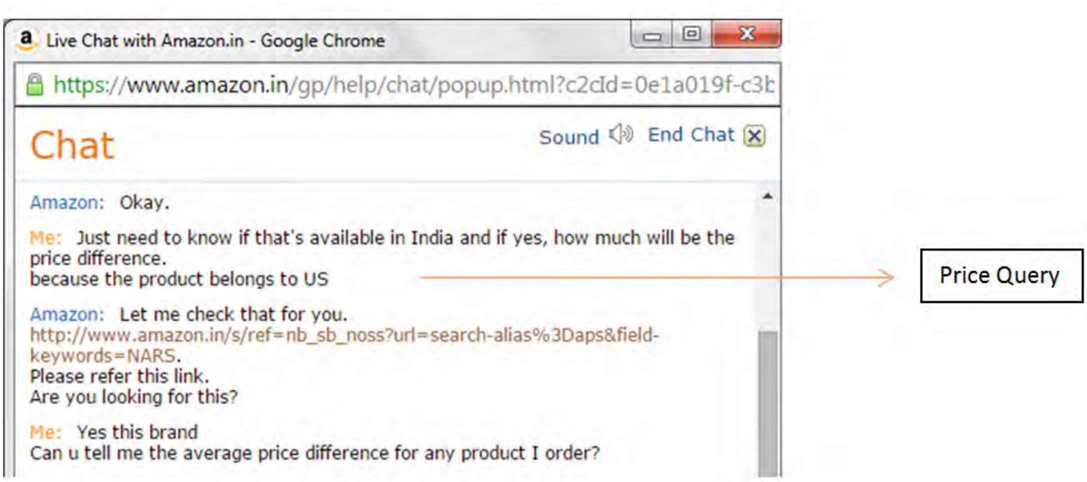
Some of the areas that a query can be about include:

- Price comparison
- Availability of product
- Product information

Example 1:

Price comparison

In this example, the customer is inquiring about a foreign brand price difference in India and abroad.



Example 2:

Check for product availability

Mandira is looking for a cosmetic but unable to find it in any of the leading stores and e-commerce websites. She therefore decides to write to one of the companies sites to ask if they have that product in stock.

Example 3:

Mr. Bindra wants to open an account in a Private Bank but someone tells him that conditions in a Private Bank are quite different from a Nationalised one. Being in doubt, Mr. Bindra decides to write down to the Bank asking answers to all his queries regarding opening and operations of the account.

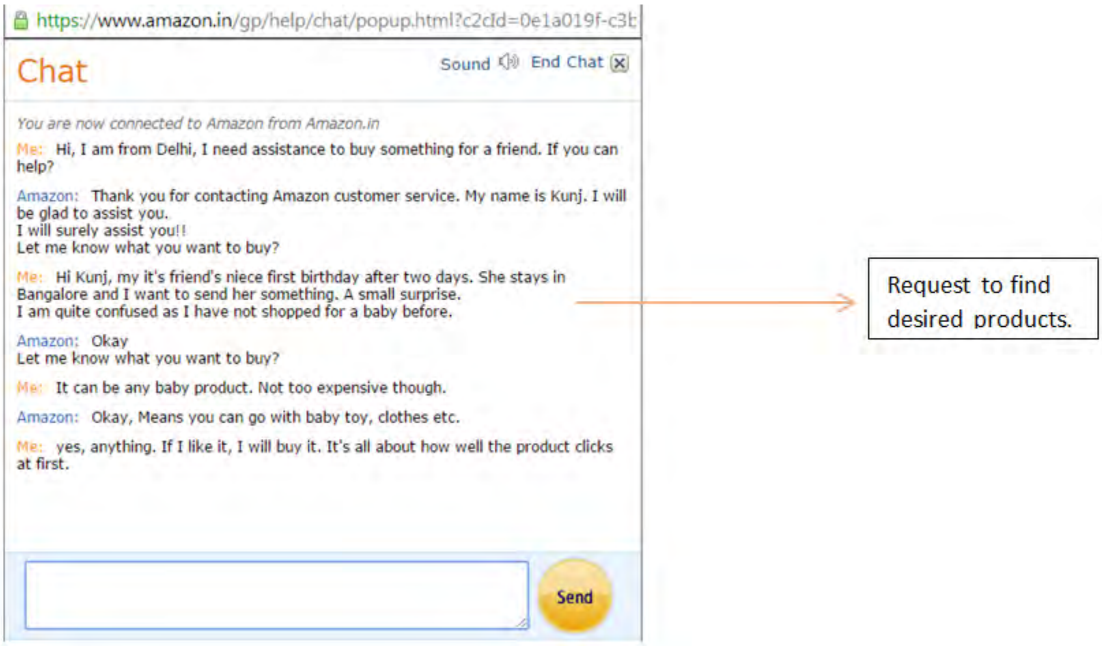
Request

Customer requests a CCE to help him find what he is looking for. It could be a request to start a service, request for assistance, request for finding suitable product, request to place an order, cancellation, money back request etc.

Example 1:

Request for assistance

In this example, the customer is requesting the customer relationship executive to help him out on deciding a gift for a baby's first birthday. The customer is requesting to help him plan a small surprise gift.



Example 2:

Request to stop a service

Mr. Rathore loses his wallet which in addition to money also carried his credit and debit cards. He immediately calls the bank and requests them to block his cards. Being a thoughtful and aware person, he decided to email his request to keep it documented for further references. This is a common type of request where a person, in his interest, can request the service providers to start or stop any particular service.

Example 3:

Request to arrange an exchange

Sarika orders a pair of shoes from an online website. The size ordered did not fit her and she had to get it exchanged. For that, she followed the company procedure of sending them an email request to exchange the product. She also requested them to arrange for a product pick-up from her home. E-commerce websites receive such requests frequently. That's part of their service.

Example 4:

Request to provide information

Milkha Singh has started his small stationery unit. His main aim is to provide customers with the cheapest price for all stationery items. He is looking for the best prices for some brands in particular. Therefore, he decides to mail the company and ask them for their representatives to visit him and before that send him their price catalogue.

Example 5:

Request to refund money

Seema goes to a coffee shop to meet her friend. When she comes back home and sees the bill, she realises she has been charged for an item she did not order. She understands that because of huge crowd that day in coffee shop such a mistake can happen and therefore, decides to write to them requesting to refund her money.

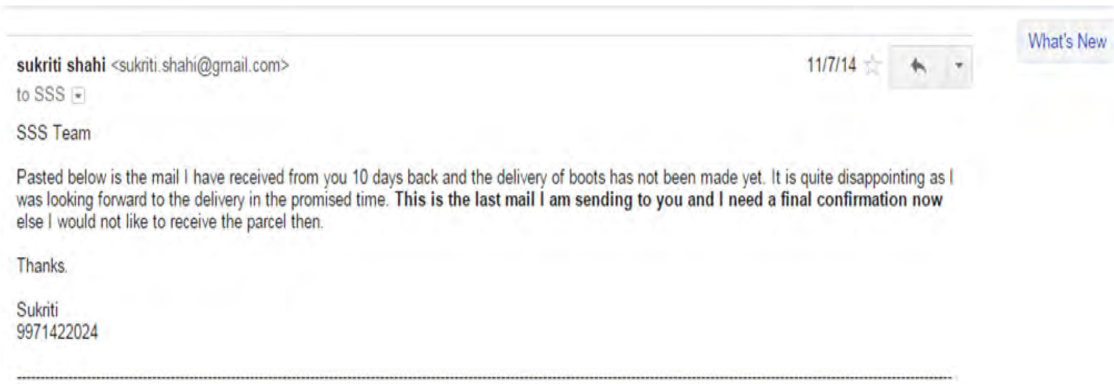
Complaint

It is notice or alarm that a customer raises to the company about a product or service he/she is facing a problem with. It can be about:

- Gap in service
- Gap in product
- Gap in process

Example 1:

A person is complaining about the delay in delivery of a product even after promising a particular time for delivery. The customer is clearly showing disappointment in the below mail.



sukriti shahi <sukriti.shahi@gmail.com> 11/7/14

to SSS

What's New

SSS Team

Pasted below is the mail I have received from you 10 days back and the delivery of boots has not been made yet. It is quite disappointing as I was looking forward to the delivery in the promised time. **This is the last mail I am sending to you and I need a final confirmation now** else I would not like to receive the parcel then.

Thanks.

Sukriti
9971422024

Example 2:

Mr. Pankaj Rathore visited a Nationalised Bank to get a draft made. The Branch that day was short of staff and therefore it took more than the required time for the task. He had to attend a meeting and the way he planned his day was all disturbed. He was angry and therefore complained to the Bank headquarters regarding non-cooperation of staff and undue delay in their service.

Example 3:

Radhika got her mobile number recharged for Rs. 300 but soon after Rs. 100 got deducted from her account for a value-added service she did not opt for. She therefore complained to the customer care department about the automatic request activation that has happened on her number and therefore, an unwanted service has been activated. This has resulted in deduction of money from her balance which she now demands to get back. This is a common complaint service provider receives.

Example 4:

Vidhi buys a shirt from a famous brand and even after following all the washing instructions, the cloth bleeds its colour. She goes to the store and explains her grievance to the store manager who refuses to accept that their cloth can bleed. Vidhi, furious, decides to mail to their corporate office. Vidhi not only explains how her favourite brand has disappointed her, but also expresses disappointment about the rigid and non-cooperative behaviour of the store staff who simply refused to listen to her. Retail outlets face such complaints on regular basis.

Example 5:

Mohit orders a branded set of earphones from a well-known online shopping site. As he opens the packet, he realises that the packaging of the earphones has been hampered. As the site does not allow open delivery, he decides to write to them. In his complaint mail, he not only complains about tempered seal and packaging but also refuses to accept the order.

3.2.2 Probing the Customer to understand Customer needs

Probing is the technique of questioning to discover a customer's needs, wants or opinions about a certain issue.

Probing helps you to –

- Uncover and understand customer's needs.
- Help your customer to focus on issues that you want them to consider.
- Change track in a discussion.
- Make the other person think.
- Keep the other persons attention.
- Prove to your customer that you really care for them.

The key is to ask the RIGHT QUESTIONS at the RIGHT TIME.

Open and Close ended questions

Open-ended questions

These questions invite detailed information. These are questions that reveal information about emotions and thoughts. Open-ended questions are used to gather information about the customer and what is there in his mind before you introduce your solution to his problems. These questions could ask the customer's opinions and help the customer to be elaborate.

1. Opinion
    - What kind of configuration are you looking for . . . ?
    - What do you think about . . . ?
    - Do you agree that . . .?

2. Elaborative
    - What kind of problems (concerns) do you have . . .?
    - What are the main things (benefits) that you look for in a . . .?
    - What do you like the best (advantages) about . . .?
    - Why do you feel that way?

3. Examples of Specific Open-Ended Questions
    - "Can you tell me more about your printing needs?"
    - "How many cartridges do you use in a month and what do you use it for?"
    - "What are your biggest internet challenges?"

Close-ended questions

These questions are used for narrowing down the choices of the customer to "Yes" or "No". These questions are easy to frame however one should not over use them. These questions usually require short answer to question such as:

- Who
- What
- Where
- When
- Why
- Yes/ no
- True/ false
- Agree/ disagree

Examples of Specific Closed Questions

- "Who are you currently getting your internet services from?"
- "How many pages do you print per cartridge?"
- "When is the computer warranty renewal due?"

UNIT 3.3: Dealing with QRC

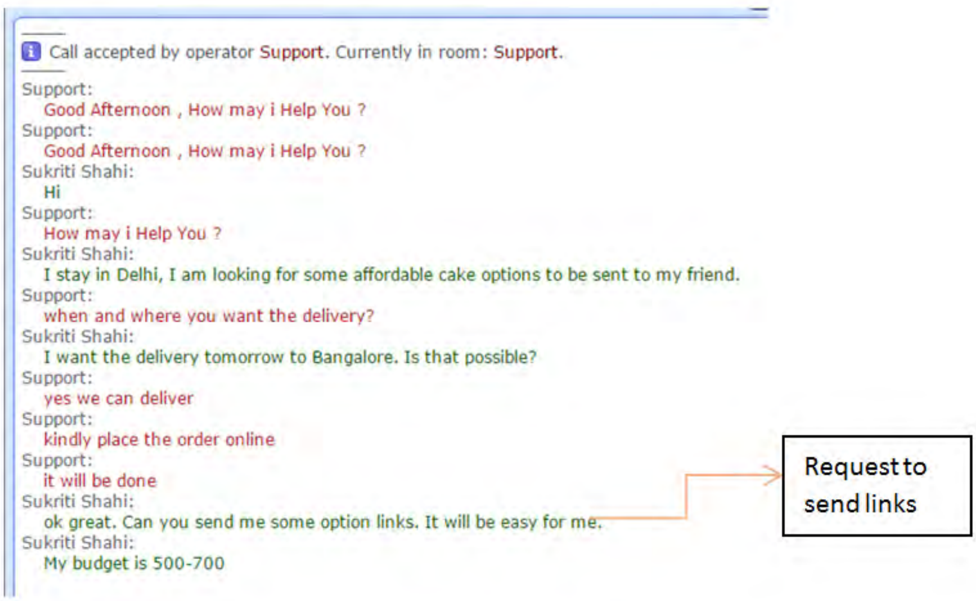
Unit Objectives

At the end of this unit, you will be able to:

1. Categorise the issue in QRC.
2. Determine how to confirm all the details.
3. Show how to provide solutions in minimum time.

3.1.1 Dealing with QRC

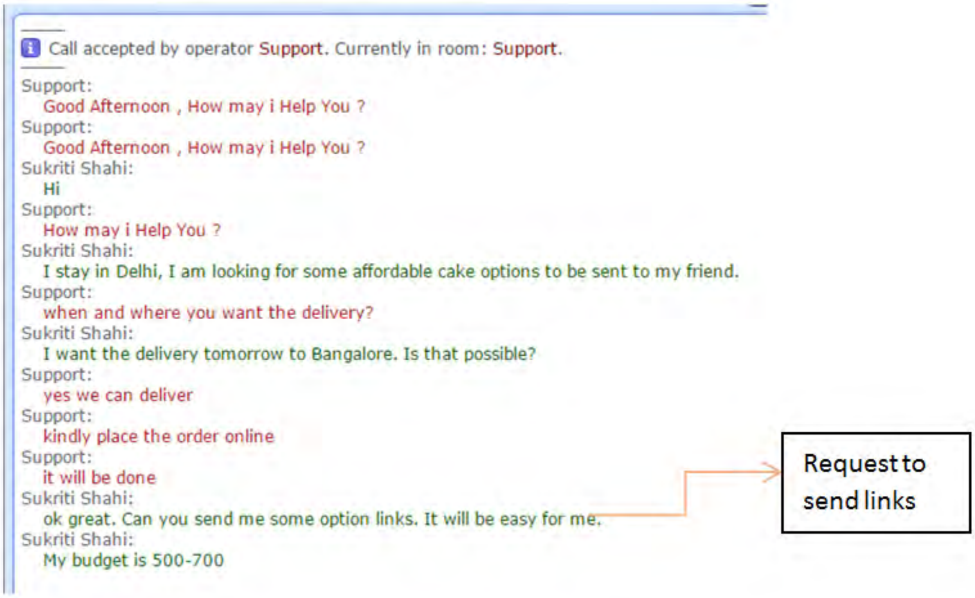
Categorising the customer message on chat or email whether it's Query, Request or Complaint



Here the customer is requesting the customer relationship manager to provide some product links to make her search better and save time.

- Obtaining sufficient information from the customers.

Categorising the customer message on chat or email whether it's Query, Request or Complaint



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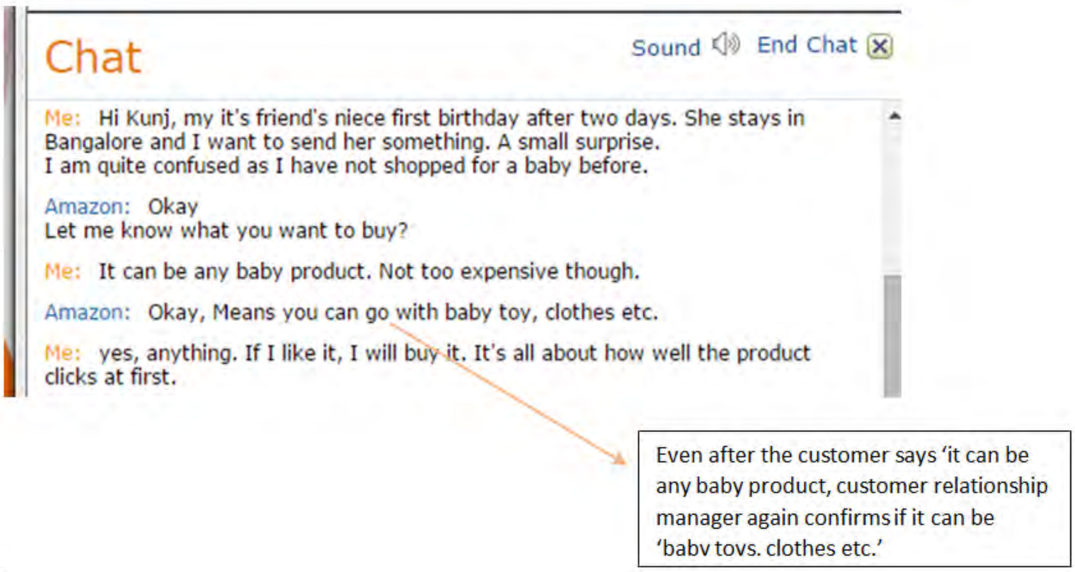
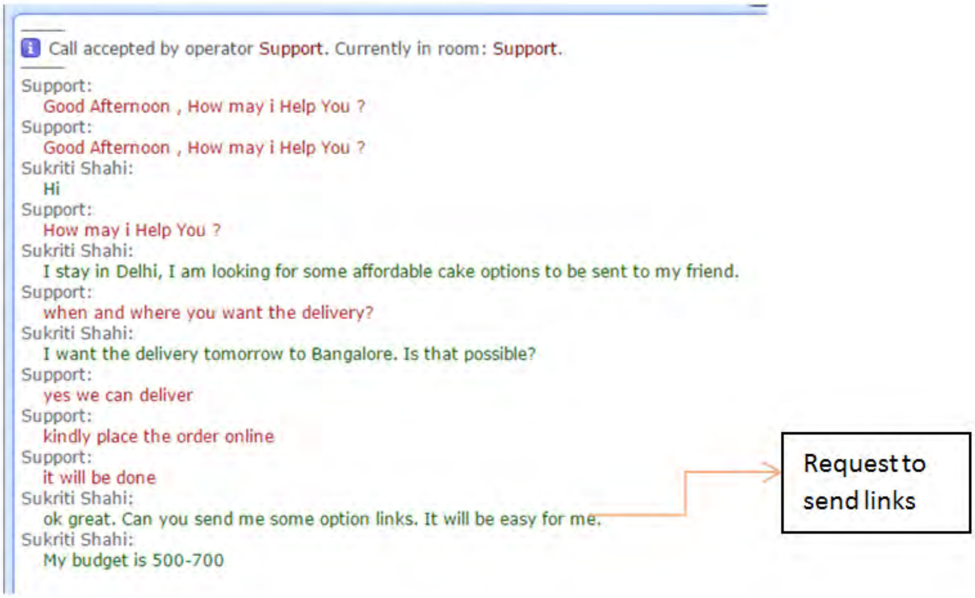
- Obtaining sufficient information from the customers.



- Confirm from customers if what you have understood is actually what he wants.

Categorising the customer message on chat or email whether it's Query, Request or Complaint



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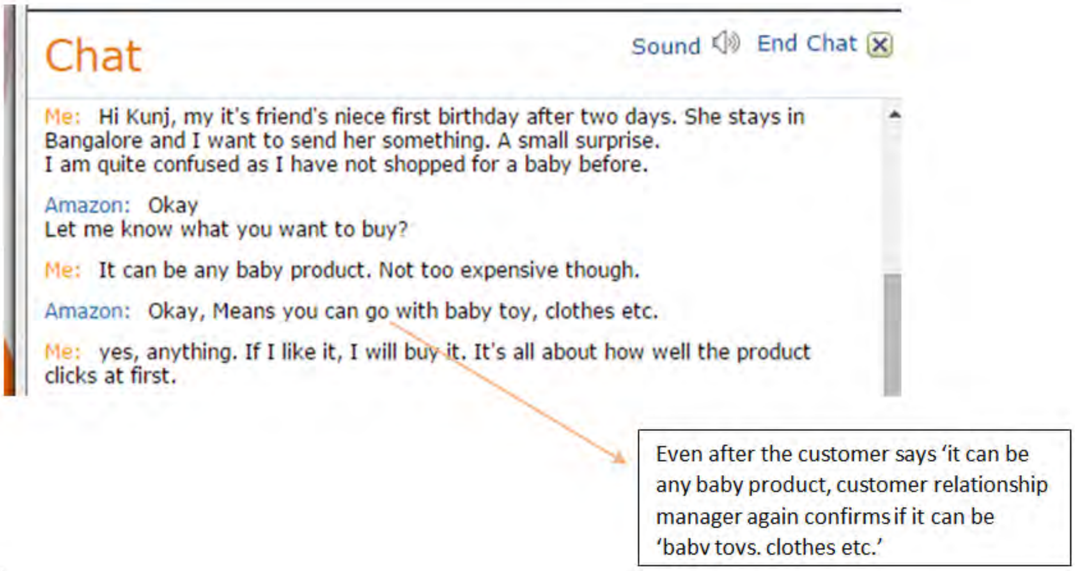

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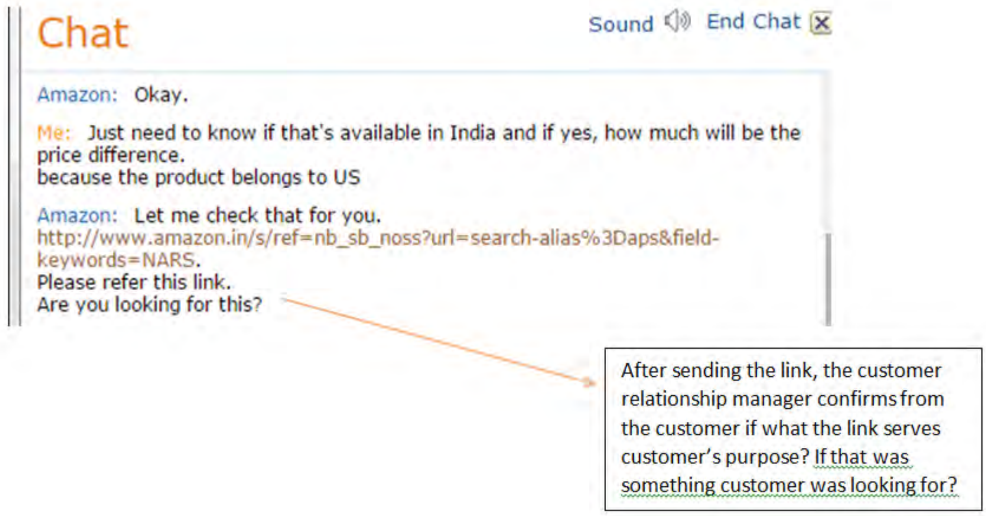
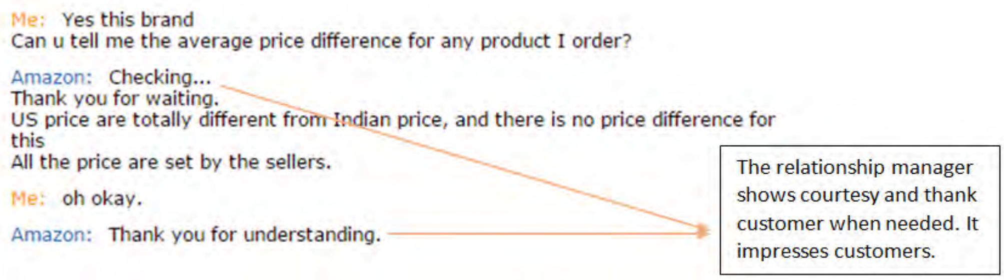


- Be courteous all through the conversation



- Try and providing the resolution in the given time.
- Try solving the problem on your own and avoid transferring it to the other department, if needed take help of your team mates or supervisor.

While taking a customer's complaint or request:

- Read carefully what customer wants
- Paraphrase the issue
- If there is a complaint, apologise for the issue
- Acknowledge the customer
- Explain your action or what needs to be done
- Thank the customer
- Be calm and do not overreact by writing rude or aggressive words
- Focus on the problem and not on a person

Understanding common types of customer queries

Companies should look out for maintaining customer service staffs of people who can help solve customer problems in the most effective and best way. For this these people can opt for Common

Exercise

1. Write a sample greeting script to a customer who logs in your site.

2. Give 5 personal details you will ask for to verify a customer.

3. Give any 5 tips for effective live chats.

Notes

UNIT 3.4: Escalation

Unit Objectives

At the end of this unit, you will be able to:

1. Explain how to work with difficult customers.
2. Solve customer issues through escalation.

3.4.1 Dealing with Difficult Customers

1. **Don't take it personally**

   Although angry customers will take their frustration out on you, they know that you did not cause their problem. Allow them to vent out their problem and do not take it personally. Listen to their story without interrupting and then find a way to help them.

2. **Never argue back**

   It is natural for unhappy customers to express their anger, but some customers can take things too far and your reaction may be to defend yourself. However, as a professional customer service specialist, you should never argue back. Maintain your integrity and be the better person. If customers begin to abuse you, let them know that you understand their frustration and that being rude will not solve their problem. Let the customer know that you are there to help them, but you cannot do anything until they calm down.

3. **Be kind**

   If your angry customer refuses to calm down, then practice more kindness. Be sincere, respectful, and understanding. Show sympathy for their situation and express empathy for their frustration. By keeping calm and controlling your own anger, you may find that your customer will ease up a little too. Try to make a joke to lighten the mood or share a story to show that you can relate.

4. **Be patient**

   Each person and situation is different, so be patient and understand that it may take a little longer for some angry customers to relax—and some may get more angry as the call or live chat continues. Stay in control and try to direct the conversation to a happy resolution. Do not rush the live chat, but keep in mind that you have other customers to help.

5. **Know how to apologize**

   When the time is right, apologize to your customer. It is difficult to be sincere when you are trying not to lose your cool, but for the sake of calming down your customer, try your best to give a genuine apology. Depending on the customer's complaint and the direction of the conversation, there are a few different ways you can apologize:

- "I'm sorry you are unhappy with your purchase. Let's work together to turn things around."
- "I'm sorry you didn't receive your purchase on time. Let me find out what I can do to make it up for you."
- "I'm sorry you are so disappointed. I understand where you are coming from, and I will do my best to solve your problem."

6. **Solve the problem**

   Once your angry customer has finally exhausted his or herself, ask questions to gather facts on the problem. Work with your customer to find a resolution that satisfies you both or else you will go right back to where your conversation began. However, keep in mind that you are running a business and do not overcompensate for the customer's complaint. The solution should be fair and justifiable for both parties.

7. **Relieve your stress**

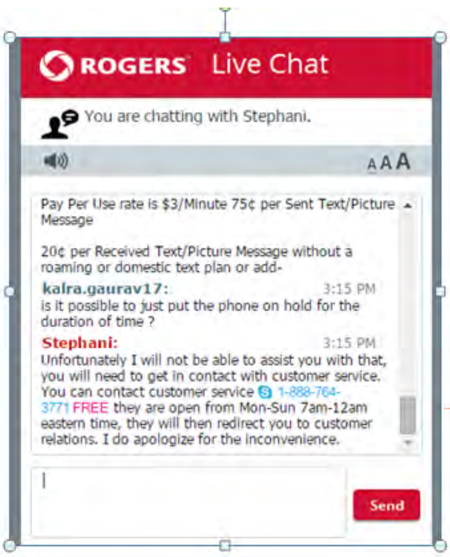
   End the chat on a happy note and find a way to relieve your stress. Let your anger go away with your customer.

Identifying the various issues that may affect customer satisfaction

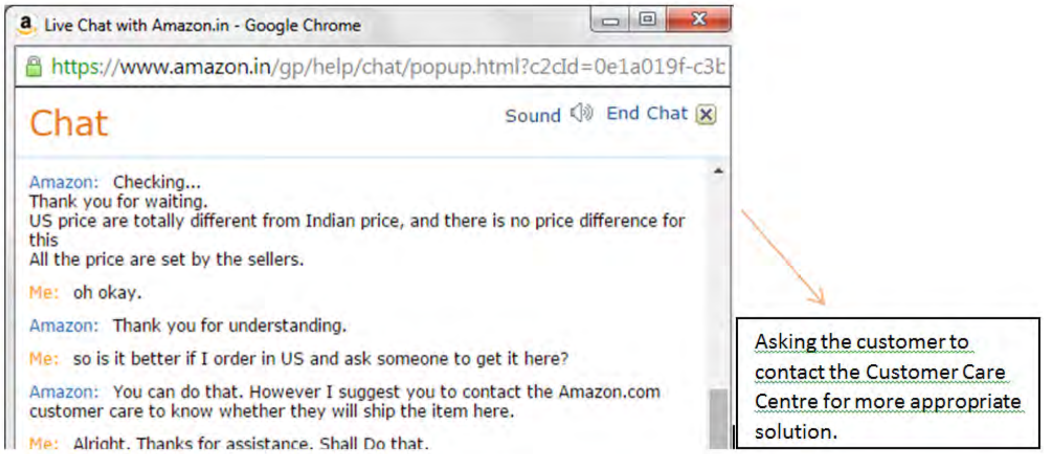
Along with making use of these tips the CCE should overtime have the knowledge of all the major issues that may affect customer satisfaction. Also, he/she should look into the best ways in which these issues can be dealt with and avoided.

3.4.2 Escalating QRC

The CCE must try to solve the issue on his own. However there could be some issues which demand expertise or more extensive feedback or action, thus such issues may be needed to be dealt by your seniors, by other team members or a subject matter expert.



How a relationship manager regrets over her inability to solve the issue and directs the customer to another appropriate department.



Few points to keep in mind during escalation:

- Empathise with customers.
- Ask probing questions to get as much information as possible.
- Then escalate the issue to the supervisor rather than arguing with the customer.
- Provide supervisor with the information regarding the customer and the issue.
- Take some time from the customer to brief your supervisor but remember to return to the customer in that time.
- Inform the customer that your supervisor will handle the issue.

Exercise

1. When should a chat be escalated?

2. How do you handle a customer while escalating a chat?

UNIT 3.5: Customer Feedback

Unit Objectives

At the end of this unit, you will be able to:

1. List the advantages of taking customer feedback.

3.5.1 Customer Feedback

After you have provided the customer with appropriate solution to his issues, it is important to take his feedback. Taking feedback helps you to

- serve the customer better in future
- know what improvement he is looking for in customer service
- it creates good image of the company in the eyes of the customer and
- helps you to know the things customer is unhappy with, so that they don't reoccur in future as far as possible

Advantages of Customer Feedback:

Get Honest Opinions

Customer feedback is vital to get honest opinions on services or products from customers. These opinions can make it easier to get into the minds of the most important critics.

Improve Relations

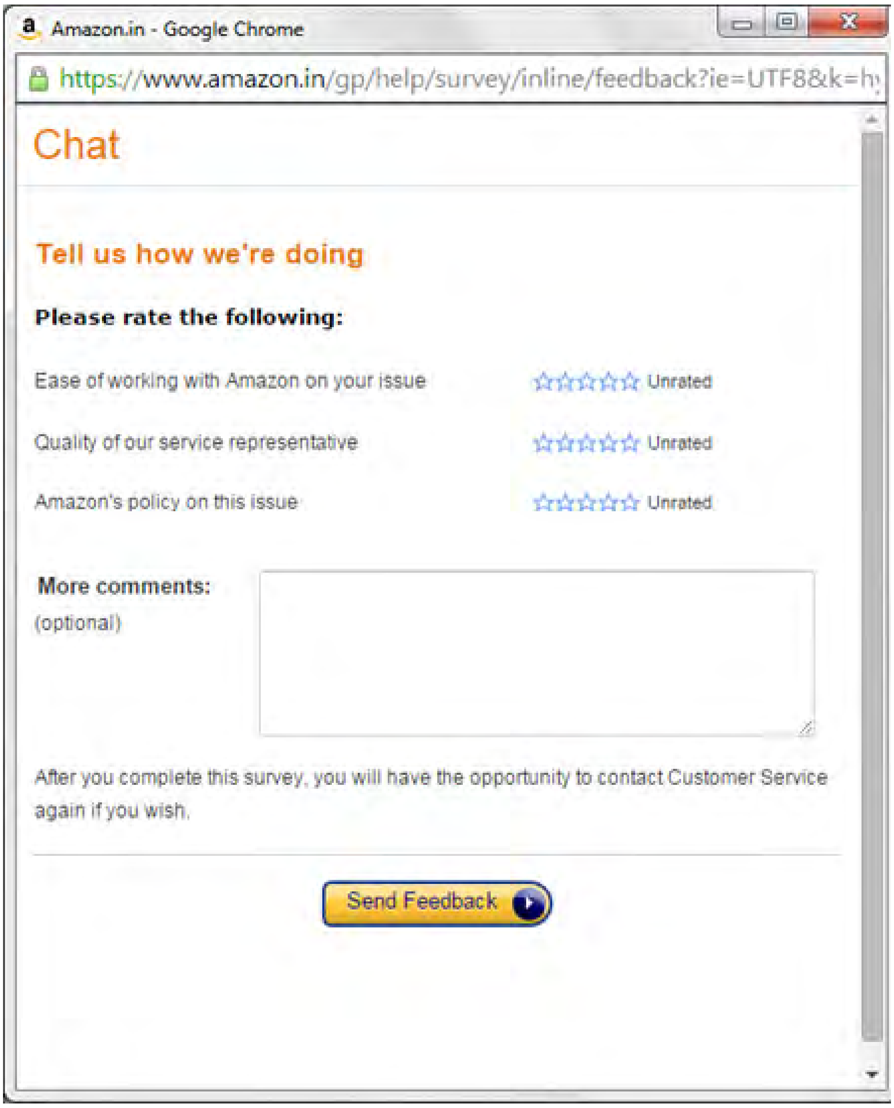
When your customers feels that your company truly cares about them and what they think, then they are more likely to become your companies loyal customers. When businesses make changes according to the feedback they receive, it shows that customer's views are important to the company.

Inexpensive Business Advice

Feedback makes for an inexpensive advice to improve the business because at the end customers are the end users and you are improving according to them.

More customers

A happy customer will pull more customers. Nothing better than a word of mouth can bring laurels to a product or service.



Exercise

1. Why is it important to obtain customer feedback?

Exercise

2. What will you do if the customer gives a negative feedback?

Notes

UNIT 3.6: Closing Chat

Unit Objectives

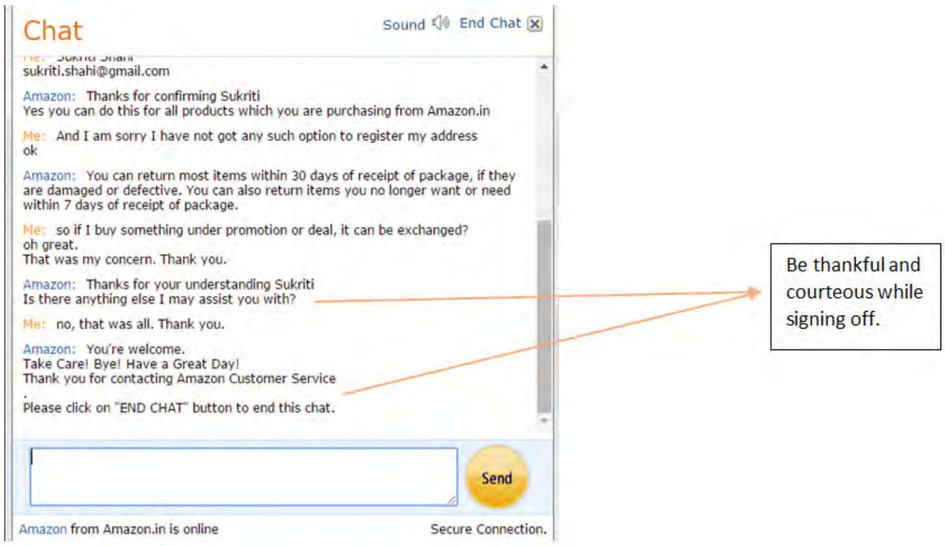
At the end of this unit, you will be able to:

1. Estimate customer satisfaction and close the chat.

3.6.1 Closing the Chat

Closing the Chat

As you start the chat, it is equally important for you to close it on a warm note. Make sure the customer is through with his/her query and wants to end the chat. Make sure you sign off following the proper procedure of your company because how you converse is how the company's image will be perceived by the customer.



While Closing a Chat:

- Make sure you have resolved customer query to his satisfaction or have given him the viable alternative if the problem lies out of your expertise or concerned area.
- Do not forget to thank the customer to believe in your customer service and reach out to you when in need.
- Do ask the customer if there is any other issue he needs assistance with.
- Do not close the chat right away but be thankful and wish him good day or sign off according to your company procedure.
- Record the conversation for future purposes or references.
- Update your CRM according to the solution provided.
- Do not forget to take the feedback as per your company's procedure.

Exercise

1. Give an example of how to close a conversation with a satisfied customer.

2. Give an example of how to close a call with a dis satisfied customer.

Notes

UNIT 3.7: Core and Generic Skills for Dealing with Customers

Unit Objectives

At the end of this unit, you will be able to:

1. Explain the basics of communication.
2. Analyse the ways of effective communication required for a CCE.
3. Discuss the basic professional skills needed to be effective as a CCE.
4. List the different skills required to deal with customers.

3.7.1 Communication

What is Communication?

In the information age, we have to send, receive, and process huge number of messages every day. But effective communication is about more than just exchanging information; it's about understand¬ing the emotion behind the information. Effective communication can improve relationships at work and with your customers by deepening your connections to others and improving teamwork, deci¬sion-making, and problem solving.

Diagram of Communication

7 C's of Communication

The 7 C's of communication are helpful for communicating with customers. The 7 C's provide a checklist for making sure that your communication in every form i.e. one on one interaction, writing down orders etc. are clear so that your customers get your message and vice-versa, you get the Customers message.

According to the 7 C's, communication needs to be:

1. Clear
2. Concise
3. Concrete
4. Correct
5. Coherent
6. Complete
7. Courteous

Let's look at each of the 7 C's of communication:

1. Clear

Clarity implies emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity ensures that communication is simple and easily understood.

Example: If customer asks about the price X brand radio, stick to tell him about it rather than giving other irrelevant brand options which may confuse or irritate him.

2. Concise

When you are concise in your communication, you stick to the point and keep it brief. Your audience doesn't want to read/ listen to six sentences when you could communicate your message in three. Conciseness or shortness means that minimum words without forgoing the other C's of communication should be used to communicate.

Example: Rather than explaining customer how can he can get the best deal for the radio, just tell him about the deal and the lowest price.

3. Concrete

When your message is concrete, then your audience has a clear picture of what you are telling them. There are details (but not too many!) and vivid facts, and there's laser-like focus and your message is solid.

Example: Suppose a customer asks for the radio features, tell him two three main features which resolve his query rather than going in unwanted description customer might not understand.

4. Correct

When your communication is correct, it fits your audience. And correct communication is also error-free communication. Do not give lose information. Be sure that what you are saying is what you are delivering.

Example: A customer ordering asks you how much will be his total bill; tell him the exact amount including all the applicable taxes and charges rather than just the amount of the product ordered. Be correct and accurate.

5. Coherent

When your communication is coherent, it's logical. All points are connected and relevant to the main topic and the tone and flow of the text is consistent. Doesn't babble while explaining features or answering questions? Basically don't be repetitive or focus on the same topic again and again.

Example: If a customer asks what is the difference between the features of two brands of the same product. Be clear when you answer the customer by quoting only the difference. Do not repeat it or confuse with any other product.

6. Complete

In a complete message, your audience has everything they need to be informed and, if applicable, take action. Does your message include a "call to action," so that your audience clearly knows what you want them to do? Have you included all relevant information – product name, features, ingredients, usefulness and benefits, and so on?

Example: Suppose a customer complains about a product and asks for exchange, tell him the complete thing if the product will be changed or not, reason and the time it will take along with the procedure.

7. Courteous

Courteous communication is friendly, open, and honest. There are no hidden insults or passive-aggressive tones. You keep your customer's viewpoint in mind, and you are empathetic to their needs.

Example: Keep thanking the customer in between for his patience, cooperation and understanding.

3.7.2 Attention to Detail

While you are dealing with remotely with Customers queries through Chat or Emails you should pay sufficient attention to details while going through their queries as well on while responding to them. This is done to ensure that you don't misunderstand what the Customer wants to convey to you and you should also not wrongly communicate anything to the Customer because you did not pay enough attention while responding.

Example: You are replying to customer's query. Before pressing the send button, recheck all the facts you have put and minimise the ambiguity to zero. Like sending the status of a product delivery, check and recheck the time duration you have mentioned, tracking ID and the reason you are providing for the same.

This can be done by doing a complete accurate well written work only then there can be attention to detail.

3.7.3 Reading and Writing Skills

What is reading?

Reading refers to the specific abilities that enable a person to read with independence and interact with the message.

Importance of Reading Skills for a CCE:

1. As a CCE you need to follow guidelines/procedures/rules and service level agreements to deal with the customers.
2. It will also help in maintaining the accuracy of the data which is related to the customers.

Generally, you would be required to read information on the products you are supporting, literature on the procedures of the organization etc. It is important that you hone your reading skills and learn to read through quickly.

There are two methods that you could use to read through a lot of data, skimming and scanning.

Techniques for good reading skills

Below given are three techniques for effective reading:

- Scanning
- Skimming
- Reading for Detail

Scanning:

Scanning is used when you need to look for a specific piece of information in a given text. For scanning, look over the selection quickly to locate the particular piece of information you need and read only that information, but carefully. Once you find the required information, stop reading. Scanning is a fast form of reading that does not pay attention to every detail given in the text. For example: looking up a name in the phone book, or reading the preface of any book.

Skimming:

- Skimming means reading through a passage quickly to find out what it's about.
- Skimming covers the content at a general level.
- It involves reading at about twice your normal rate.

- Focuses on introductory statements, topic sentences and boldface terms.
- Provides the chance for you to see what kind of information the assignment contains
- Enables you to gather the surface ideas if you don't have enough time to read deeply.
- Once you are a seasoned CCE, a cursory glance over the complete matter will be sufficient to give you an idea of the content.

Reading for Detail:

Careful reading or reading for detail is probably the most commonly used reading strategy. This is a slower reading process that starts at the beginning of a passage and proceeds to the end. When reading for detail, you should read every sentence, but you should not try to know the exact meaning of each word. Even native speakers infer the meaning of unknown words as they read.

All the documents that you will get when you join a call centre will require you to pay complete attention. These could be:

1. Training modules
2. Policies and procedures of the company
3. Reports with your performance details
4. Emails informing you of your daily responsibilities
5. The CRM

3.7.4 Practice Reading Skills

Let us practice reading the different kinds of items you will be required to read in your call centre.

CODE OF CONDUCT POLICY

Purpose

This policy affirms the organization's belief in responsible social and ethical behaviour from all employees. This policy clarifies the standards of behaviour that the organization expects of all its employees.

Principles

Our employees contribute to the success of our organisation and that of our Clients. The organization fully endorses that all employees are not deprived of their basic human rights.

Furthermore, our employees have an obligation to the Business, our Clients and themselves to observe high standards of integrity and fair dealing. Unlawful and unethical business practices undermine employee and Client trust.

Policy

Code of Conduct policy applies to all employees and provides the framework of principles for conducting business, dealing with other employees, Clients and Suppliers. The Code of Conduct does not replace legislation and if any part of it is in conflict, then legislation takes precedence.

This policy is based on the following:

- Act and maintain a high standard of integrity and professionalism.
- Be responsible and scrupulous in the proper use of Company information, funds, equipment and facilities.
- Be considerate and respectful of the environment and others.
- Exercise fairness, equality, courtesy, consideration and sensitivity in dealing with THE other employees, clients and suppliers.
- Promote the interests of the Business.
- Perform duties with skill, honesty, care and diligence.
- Abide by policies, procedures and lawful directions that relate to your employment with the organization and/or our Clients.
- Avoid the perception that any business transaction may be influenced by offering or accepting gifts.
- Under no circumstances may employees offer or accept money.
- Any employee, who in good faith, raises a complaint or discloses an alleged breach of the Code, whilst following correct reporting procedures, will not be disadvantaged or prejudiced. All reports will be dealt with in a timely and confidential manner.

We expect co-operation from all employees in conducting themselves in a professional, ethical and socially acceptable manner of the highest standards.

Any employee in breach of this policy may be subject to disciplinary action, including termination.

Should an employee have doubts about any aspect of the Code of Conduct, they must seek clarification from their Team Leader.

This policy will be regularly reviewed by the organization and any necessary changes will be implemented by the Team Leader.

DRESS CODE POLICY

Our objective in establishing a safe and comfortable environment includes setting some standards for workplace dress code. This is to enable all people to project a professional image that is in keeping with the needs of our clients and customers to trust us. Because our industry requires the appearance of trusted professionals, a standard dress code is necessary for everyone.

Office Employees

Office employees are expected to dress in business casuals during work hours. Bottoms may include neat jeans, trousers, salwar kurta or sari. Office employees must dress in a neat and well-presented manner at all times.

General

Sales/Management or other employees who attend meetings with clients or potential clients (valid only on meeting days), their clothing should consist of a formal shirt and black trousers. Jackets should be the same colour as bottoms and should have a collar.

Prohibited Clothing

Employees should not wear ripped clothing of any sort, low cut clothing such as jeans and shirts, track suits (pants or windcheaters) or open toed shoes.

Maintenance

All clothing worn should be clean and neatly pressed at all times.

Exceptions

Employees are allowed to wear casual clothing on Fridays only. Prohibited clothing as outlined above is still unacceptable on Fridays

3.7.5 Writing

Writing skills are important for complete, accurate and well written work with attention to details.

What is writing?

Writing is a medium of communication that represents language through the inscription of signs and symbols. Writing skills are an important part of communication. Good writing skills allow you to communicate your message with clarity and ease to a far larger audience than through face-to-face or telephone conversations.

Importance of writing skills for CCE

You will use your writing skills to write mails, reports, incidents and communicate effectively at work. For a brief writing style, omit needless words, combine sentences wherever necessary and reframe the sentences in the best possible way. Your writing skills will be tested when you will describe a product or service to the customer or converse with them over emails or chat while addressing their complains and requests. Incident description is also important so customers don't have to repeat the description of the problem to every help desk employee they speak to.

Importance of Writing Skills:

1. Good vocabulary and excellent spelling and grammar knowledge helps in maintaining error free data of the customers.
2. This will also help you in interacting internally with the management with the help of writing mails, reports etc.

For instance: A customer asks you about a particular product and promotions on it. Unfortunately, you are not aware about that promotion and thus request customer to transfer his query to your supervisor. Now you have to write a mail to your supervisor furnishing all the details clearly so that he is able to provide correct information to the customer.

Whenever you are writing, it is important that you:

1. **Plan -** Assemble all useful information. Determine what is important and Choose what to leave out.

2. **Organize -** Group the information logically.

3. **Write -** clearly and concisely

It is important these days to be brief, precise, to the point and to be adequate. For a brief writing style:

- Omit needless words
- Combine sentences
- Rewrite

For example:

Our main objective is to increase sales. Specifically, the objective is to double sales in the next five years by becoming a more successful business.

Brief Version:

Our objective is to double sales in the next five years.

As discussed earlier, you will be required to document the conversation you had with the customer. This documentation needs to be precise so that the reader doesn't have to invest a lot of time in reaching a conclusion or in getting an idea of what happened and what is expected by the customer.

Let us consider the following scenario:

You: Good morning and thank you for logging in to Soft Tech services. My name is Sandhya. How may I help you today?

Customer: Hi. I am in a bit of a soup you know.

You: Ma'am please tells me.

Customer: I have 5 dogs. There are only 2 human beings and 5 dogs. I love all my dogs. They are golden retrievers. No, 4 of them are golden retrievers and there is a Lhasa aapso. Adorable they are. Now, last month I ordered a laptop from you. The person I interacted with was Vikram, very nice guy.

You: Ok. We are glad it was a pleasant experience for you.

Customer: Now this guy actually called me for an internet connection. Then I told him that I don't even have a computer. He then told me about the computer and I ordered it immediately. It's pink in colour. I like it. It's from HP.

You: We are glad we could help.

Customer: Now, the problem is that Oscar, one of my dogs, has chewed the power cable of the laptop. What do I do now?

You: Ma'am it's a simple issue and we will take care of it right away. I will place an order for the power cable and it will reach you in the next 3 business days. Today is Monday. So it should reach you by Thursday, the 27th. Does that sound good to you?

Customer: Yeah. It does. I will have to wait. Can it be expedited?

You: Ma'am I am talking about the fastest delivery. The fastest delivery will take 3 days.

Customer: Sure. Please place the order.

You: Ok. Please tell me when did you purchase the laptop?

You accurately take the information, give the customer the information and assure her that she will get the power cable by Thursday.

Now, it's your turn to put the data in the CRM.

1. **Plan -** Assemble all useful information. Determine what's important. Choose what to leave out. You need to pay attention to the details here

Useful information in this case:

- Whether the computer is in warranty. If it is in warranty, then the power cable will be shipped free of charge. If it is not, then the customer will be charged.
- Item to be shipped

- The Model Number of the PC so that the relevant power cable can be sent.
- The address of the customer so that the power cable reaches the right address.
- The solution provided.
- The TAT promised to the customer.

Choose what to leave out. In this case you need not document:

- The number of dogs she has.
- The breeds of the dogs.
- The number of family members.
- The name of the previous executive who helped her to purchase the laptop.
- The product that he pitched initially.
- The name of the dog who chewed the cable.

2. Organize - Group the information logically.

3. Write.

- HP Pavilion Laptop purchased on 22nd January, 2014. In warranty.
- Model Number of the laptop – LKJP32947328jkh
- Serial Number – DHFEU345876327THY
- The power cable is damaged. Needs to be shipped.
- Expedited shipping offered.
- Address - 458 A/ 43, Alok nagar, Sarita Vihar, New Delhi – 110025.
- TAT promised end of the day 27th February, 2014.

3.7.6 Decision Making

Decision Making

At times you are required to take certain decisions while interacting with customers. You need to evaluate all the pros and cons and take into account the company policies and procedures when you take any decision.

Example: A customer requests specially for an added service which is out of your authority. You know that you have to escalate it to your supervisor however customer is asking for speedy answer. Follow the rules in such case and tell the customer clearly that you are not authorised to take decision on that and you need to have some time to get it confirmed from your supervisor. It is a tough decision to tell the customer truth yet not annoying him.

3.7.7 Plan and Organise

Plan and Organise

As a CCE, you should always plan and organise your work. This would mean keeping all your work and documents updated as per company procedures and norms. This will help you to perform your tasks as a CCE effectively and not put any undue pressure on you.

Example: Keep your CRM updated so that you have an idea of what queries have been solved and what all are pending and their TAT. This will help you to be clear at your end about what has been done and what is pending

3.7.8 Customer Centricity

Customer Centricity

Being customer centric helps you form consistent and repeat customers who would like to take your products and services time again. If your priority is customers and you show him that, he will be happy to be a part of your business growth which builds the brand name and its credibility. Your priority is to help him in the best possible way.

Example: First important thing to start the chat is to greet the customer, thank him for reaching out to you and make him feel that he is important by using phrases like, 'we are happy to help you', "glad that you contacted us' etc.

Example: Let's assume you are Relationship manager with a real estate company and your job is to raise the demands according to the payment plan of the customers. The customers should trust you with your timing & consistently for raising the demands on time because if the payment is defaulted, there is a penalty implied upon the customer. Same is also true for Credit Card customers.

3.7.9 Problem Solving

Problem Solving

CCE has to deal with hands on situations. He has to be quick with solutions to problems and gives quick but right solutions to the customer. Customers contact a CCE and expects his issue to be solved as early as possible, thus one of the major professional skill you need to hone up is Problem Solving to be an effective and successful CCE.

Example: A customer complains about shoes he has ordered saying it has substandard stitching which he fears will come out. To keep the customer satisfied and following your company's guidelines of exchange policy, you assure the customer that it will be replaced and he will get credit points for the money he has paid. However, simultaneously you ask the product team to update you for such quality check failure.

3.7.10 Analytical and Critical Thinking

Analytical Thinking

You should be able analyse a situation or a problem and think about a solution to resolve it and that it does not reoccur in future.

Example: If a single product has multiple complaints from various customers, it implies that there are quality issues with product. As a CCE you should be able to analyse this data and inform the concerned department about the same. This helps you to deal with customers who may complain about the product or order the same product in future.

Critical Thinking

You should critically think about the issues that you confront and your approach to solve them. There is never a single solution to all problems. As a CCE, you should be highly critical in your approach to judge a customer's word or intentions.

Example: A customer writes to you stating that he is facing problems with the laptop he has bought. You should first ask him some basic questions to understand whether the reason behind the problem is because of the actual defect or the customer is trying to misuse the replacement policy of the product.

3.7.11 Teamwork

Team Working

It is an important aspect and trait when you work in a team. Animosity between the team reflects in the productivity of each member thus affecting the business growth. Harmonious team working creates a positive atmosphere for the workers and thus they are willing to go beyond limits to achieve targets. You should appreciate and acknowledge each other's achievements and motivate each one to do well.

Example: You and one of your team mates are given a task to do. You wanted to score better than him in front of your seniors. You take it as a challenge and work on it day in day out. However, before reaching the final point, there comes a personal issue in your family and you go on a leave on a short notice. As it is a combined task, your partner is asked about it but because you kept it a secret, he has no idea and thus the image made in front of senior management is negative. In the end, you suffer.

Exercise

1. What is Communication?

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2. List down the 7 C's of Communication?

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3. List the importance of reading.

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4. What are the different methods of reading quickly?

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4. Manage Your Work to Meet Requirement

Unit 4.1 – Manage your Work to Meet Requirements

Unit 4.2 – Code of Conduct of a CCE

Unit 4.3 – Organisational Procedures and Policies

Unit 4.4 – Planning and Organising

Unit 4.5 – Working Effectively in Teams

Unit 4.6 – Core and Generic Skills to Work Effectively

(SSC/N9001)

Key Learning Outcomes

At the end of this unit, you will be able to:

1. Discuss how to understand your work to meet requirements.
2. Explain the code of conduct of a CCE.
3. Discuss organisational procedures and policies.
4. Plan your work to meet requirements.
5. Develop strategies to manage time.
6. Develop strategies to work effectively in a team.
7. Apply cooperative communication within teams.
8. Analyse the ways of effective communication required for a CCE.
9. Discuss the basic professional skills needed to be effective as a CCE.
10. List the different skills required for a CCE to work effectivley.

UNIT 4.1: Manage your Work to Meet Requirement

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss how to understand your work to meet requirements.

4.1.1 Manage Work Requirements

As a Customer Care Executive, you should manage your work in order to meet requirements. This unit is about planning and organizing your work in order to complete it to the required standards on time and quality.

Activities of a CCE

- To provide first line support for products and services
- To facilitate the restoration of normal operational service with minimal business impact on the Customer within agreed service levels and business priorities
- Receive all e-mails on incidents
- Incident recording
- Incident Classification
- Incident Prioritization
- Incident Escalation
- Update the customer and other relevant departments on progress
- Report to Management, Process Managers and customers

Deliverables

Deliverables is the basic output of what a CCE does. It comprises of accurate, standardized and free of error information.

Quantity

Quantity is a measure that focuses on output. It ensures the work is completed on time. For a CCE it is necessary to show the output of his work on basis of per shift/ day/ week/ month.

Quality standards

A quality measure/standard focuses on the correctness or accuracy. A CCE should handle the query of the customer in a proper manner and provide with the accurate information.

Timing

It is a time-based measure. It mainly means that the CCE adheres to the time limit.

Identify and refer anomalies in data

The CCE must pay serious attention to the client software that will point out errors in the images captured. These errors must be fixed right away. Any exceptions must be identified in the demographic data as well. In case of exceptions, the CCE must refer the same to the Supervisor.

Implications of not meeting up the appropriate timescales and implications of the same

The CCE should in mutual consultation with his Supervisor define the timelines for the work to be undertaken and delivered. Over a period of time the CCE will get a sense of how much time his work takes and be able to fix realistic deadlines even for the smallest task. While planning deadlines always keep some leeway for unexpected activities that may need to be undertaken. The implications of missing deadlines should also be discussed.

Obtaining resources for work and using them

To maintain productivity, the CCE should always ensure that he or she has the right resources needed to carry out the enrolment process. A daily status log on the functioning of the resource should be maintained. This information should be shared with the Supervisor on a periodic basis. This log will also help the CCE to note which of the resource could break down and create a work block going ahead. Appropriate action should be taken by reporting the same to the senior and technical staff. The idea should be to pre-empt a breakdown and ensure there is replacement available before the breakdown happens.

Further, a CCE should know how to work with the available resources and not be affected by the quality of the resource. And still perform. Here the CCE will need to think out of the box and ensure that lack of resource or that resources are limited does not affect work performance.

Refer anomalies to the line manager

The CCE should show all the anomalies to the Supervisor or the line manager like in the case of anomalies in the demographic data. Further, the CCE should have a clarity on all the anomalies i.e. from where it originates or from where it will get cleared and approved.

The skills required to manage your work to meet the requirements:

1. Code of conduct
2. Organisational procedures and policies
3. Planning and Organising
4. Team Work: Cooperation and coordination
5. Anger Management
6. Attention to Detail
7. Reporting and Communication at work

The above skills have been discussed in the following modules.

UNIT 4.2: Code of Conduct of a CCE

Unit Objectives

At the end of this unit, you will be able to:

1. Explain the code of conduct of a CCE.

4.2.1 Code of Conduct of a CCE

Your code of conduct requires you to behave like a professional. Everyone observes the way you conduct yourself, how you dress, your grooming, how neat or untidy your work area is, etc. This session briefly tells you how to conduct yourself at work, professionally.

Resource Management

One of the most important skills required to manage your work is to manage the resources given to you. Resource management is the efficient and effective use of an organization's resources when they are needed. Such resources may include information technology (IT), physical resources, information etc.

Primarily, the resources that you will get as a CCE will be information and hardware.

Information Management

1. Input information into a computer database by name, telephone number, or even a street address. This will make finding the customers information easier, without the need to go through a large amount of files.
2. Remember to never write any customer information on a piece of paper. If done so, it should be duly shredded.
3. Make sure that you enter the customers' information into the computer database without any spelling errors.
4. Record all transactions immediately including purchases too. If the customer has bought warranty on a product then make sure to enter that information onto the customer file. You want to include any other information such as what the customer has purchased just in case he or she has lost the receipt or needs a refund.
5. Don't read one individuals address to another individual. You need to have the customer verify their own address and telephone number. Customers will be very unhappy if they find out that your business shares any private information that should be kept private.

Your Work Area

It is important not to abuse the resources allocated to you. The resources allocated to you will be your Computer and any accessories.

The way you will be careful, while using your personal resources, please be careful using the organization's resources too in a similar manner.

Your code of conduct requires you to behave like a professional. Everyone observes the way you conduct yourself, how you dress, your grooming, how neat or untidy your work area is, etc. This session briefly tells you how to conduct yourself at work, professionally.

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Your Work Area

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The way you will be careful, while using your personal resources, please be careful using the organization's resources too in a similar manner.

It's important that:

1. You log out and shut down the computer every day. If you don't shut down, there is a continuous electric supply to the computer, which lessens the life of the computer.
2. Use the keyboard and the mouse carefully. It's important to use the devices in such a way that the power cables are not bent or entangled.
3. You should also take proper physical care of the equipment so that you don't damage it in any way.
4. Do not use the processor as a foot rest. It makes it dirty and if pushed, it can fall. This can harm the integration of the processor inside.

Remember to:

1. Keep your workstation neat and tidy. This reflects in your thought process. It has been proven scientifically that a person in a neat area can think clearly.
2. Ensure that all the paperwork you have used the whole day is stacked nicely before you leave for the day.
3. If there is any sensitive information that needs to be shredded, remember to do that immediately rather than postponing it to the next day.

4. The importance of maintaining high standards of health, safety and security.
5. Implications that any non-compliance with health, safety and security standards may have on individuals and the organization.
6. Different types of breaches in health, safety and security standards and how and when to report these.
7. Government agencies in the areas of safety, health and security and their norms and services.

A tidy work area can only be maintained when the CCE will have respect for their workplace. This is very important and is discussed as follows

Respect your Workplace

Some of the ways we respect our workplace is by:

- Respecting the people around us.
- Respecting the resources at work.
- Not misusing the resources like paper, stapler, printer etc.
- Respecting the resources and not doing anything to damage the resources available for our use.
- Not littering around or dirtying our workplace.

Keep your immediate work area clean and tidy

An important part of effective performance is to work in a clean and tidy. Your workplace should be free of germs.

Few ways of keeping your work area clean

- Avoid eating at your desk. One tends to eat at the desk and not wash one's hand. With the same dirty hand then, one touches the work station, key board etc. Making everything dirty.
- Ensure that the floor of the centre is always kept clean. As Enrolees come in they walk in with dirty shoes. The floor thus needs constant cleaning so that the centre looks hygienic and the Enrolees have a comfortable experience.
- Make enough storage compartments around your work station so that all the unused material, papers, electronic items and equipment's can be kept here. The storage area should be within the reach of the Operator so that work is not affected, in the event he or she needs something from there. Properly storing items would also declutter your work station and make your work process free and easy.
- Ensure that the passages, work ways etc. are free from any obstacles. The entry to the Enrolment station should be open and uncluttered so that the Enrolees don't stumble on anything and hurt themselves.
- If you organise your work station properly, you will find things more easily. This will improve productivity and the quality of work.
- A good and tidy work station sends a message to everyone that you are serious about your work. It also sends a message to the Enrollee about the importance of Enrolment process.

It is important for a CCE to:

- Be at the workstation at least 15 minutes before your shift begins.
- Always take planned leave so that your seat is given to someone and your work gets covered.
- Frequent job hopping is not advisable. It reflects poorly on your commitment to your organization.

Personal Grooming

People are usually judged first by their appearance, which is why it is important to be well groomed. As a CCE there are a lot of parameters to take care of. One of them is personal grooming. You will be liked or disliked not only based on your performance at work, but also based on how you appear.

Below are some basic guidelines for professional grooming:

- Neat and tidy look
- Washed face and clean teeth
- Clean clothes
- Hair neatly brushed/tied
- Clean and clipped nails
- Proper shoes and socks
- Professional attire
- Controlled body odour

General Code of Conduct

As a CCE it is important that you:

- Maintain the Confidentiality and Privacy (Organisation, Client and Customer)
- Follow Company Procedures like Metrics set for execution of the job role
- Handle Company property with honesty and integrity
- Respect Confidentiality of Customers Data
- Understand the importance of respect for self, respect for others and the environment
- Respect the policies of the organization
- Understand and abide by the leaves policy and other HR norms

Attendance and Leaves

- All the employees are expected to be in the office daily and on time.
- Employees are not expected to be late at all.
- Leaves can't be claimed. It is not a right.
- Your leave can be refused or revoked anytime.
- You need to inform your immediate supervisor in advance

Exercise

1. Why is following a code of conduct important for a CCE?

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2. Write down some measures for respecting the workplace resources.

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UNIT 4.3: Organisational Procedures and Policies

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss organisational procedures and policies.

4.3.1 Organisational Procedures and Policies

Identification

- Always identify yourself as a representative of your company, with clear indication of your role.
- In case you go out of office for any reason, always carry your identity card along with letter of authorization at all times and show it to the customer voluntarily.
- Identity card should contain the contact no of your supervisor/helpline.
- At the time of calling /contacting the customer, the agent must convey the complete details such as name of contacting person, contact no. and the product you are going to pitch for.
- Never misrepresent yourself as anyone else, like someone who is taking a survey or anyone else.

Language when dealing with customers

- Be sincere, polite yet assertive and firm while reverting to the customers.
- Do not write wrong or cuss words or misleading comments.
- Do not make comments that personally insult or degrade the customer.
- Do not make remarks that degrade the race, gender, religion, community, family, nationality, location, physical appearance, education or occupation of the customer
- Do not get personal.
- Do not threaten / harass / torment the customer in any way.
- You have to write fast so as not to keep the customer waiting. The average speed required for a CCE is to type 25 words per minute.
- Whatever a CCE writes should be correct and checked for facts.
- The language should be correct and not confusing.
- The sentences should not be hanging and proper punctuation should be used.

Ethics

- Be fair and ethical in your dealings with customers.
- Any promise made as per delegation of authority should be captured in the system.
- Do not state any false information.
- Always state the correct amount to be paid by the customer. Do not convey incorrect amounts or inflated amounts.

Fraudulent Practices

Fraudulent practices can lead to immediate termination of employment, prosecution and police complaints on the concerned CCE.

While both large and small organisations fall victim to occupational fraud, companies with fewer employees are particularly vulnerable compared to their larger counterparts.

Theft and cybercrime, especially credit card abuse, are some of the most common sources of fraud which in turn adds to company reputational loss.

The following practices are defined as fraudulent practices.

- Tampering, falsification or unauthorized overwriting of cheques, receipt books, drafts or any other negotiable instruments.
- Tampering, falsification and false commitments on receipts and settlement letters.
- False commitments to customers, promising waivers, settlements etc.
- Commitment on settlement and waivers without the approval of specific authority from your company.

Importance of Following Organisational Script

The script is the way in which the CCE is supposed to communicate with the customers over the chat or an email. The scripts have the basic etiquette and the basic information that should be shared at the different stages of your interactions with the customers. There is a different script for the opening of a chat, for asking to keep the chat on hold, for escalating the chat, for handling the different objections and for closing the chat. All the CCEs are given these scripts to follow before they start taking chats or emails from the customers.

Benefits of using scripts

- Scripts are used to ensure uniformity in the way the CCEs approaches and deals with the customers.
- Scripts ensure that basic information is given to all the customers.
- Using the scripts makes it easy to monitor the chats for quality control.

Sample opening and closing scripts

Opening Script

"Good morning Mr. Thakur. This is Shruti from SoftTell. I would like to get your feedback on the I-series PC you just bought. Is it a good time for you to chat?"

Identify yourself and your organization immediately. This question demonstrates respect for their time.

"Would you be comfortable spending just 5 minutes with me now, if I stick to the time?"

This establishes a timeline, letting the prospect know that you're taking accountability for the length of the chat, that you're respecting their time.

Once you have got the permission to continue, you now have a prospective customer engaged in a conversation with you.

Ask the questions to identify the need of the customer. Resolve the customer issues or get the customer opinion, follow the procedures and close the chat using the script given below.

Even if the solution that the customer is asking for is not possible or may take more time, ensure that you politely end the chat using the closing script.

Closing Script

Asking for further assistance

”Mr. Thakur, is there anything else I may help you with today?”

If yes, attend to the customer’s queries, complaints or request.

If no, proceed with the rest of the closing script.

”Mr. Thakur, it was pleasure chatting with you. Once again, you were with Shruti from Soft Tech Services. Please write to us if you have any other computer related need or query. We will be glad to help you. Thank you for your time.”

Compliance with organization’s current health, safety and security policies and procedures

Compliance with organisations safety policies is the responsibility of every employee. A CCE would be usually trained in compliance related matters by the company appointer specialist or his supervisor.

A CCE must understand and thoroughly inculcate safety policies in his everyday work routine. The responsibility of maintaining a safe environment is not just the duty of the organisation alone. Every employee has a role to play in maintaining a safe and secure environment.

As part of being in a operational environment, the CCE will come across many security lapses such as, wires lying around, water leakages in document storage area, fire extinguisher improperly placed etc. He must immediately report this to the appropriate authority as specified in the safety protocols.

A CCE must set an example for compliance of work safety policies. In the event of non-compliance, there could be serious damages not just to the people, but cause monetary loss to the organisation as well. Serious safety lapses could put the entire organisation at risk from legal point of view.

It is very important to follow the organization’s emergency procedures that are set for different emergency situations as only this can assure of safety during such situations.

UNIT 4.4: Planning and Organising

Unit Objectives

At the end of this unit, you will be able to:

1. Plan your work to meet requirements.
2. Develop strategies to manage time.

4.4.1 Planning and Organising

Importance of planning and organising for a CRM:

- Establish and agree work requirements with appropriate people.
- Ensure work meets the agreed requirements.
- Work within the limits of your job role.
- Work in line with organization's policies and procedures.
- Treat confidential information correctly.
- Utilize time effectively.
- Know the limits of your responsibilities and when to involve others.
- Prioritize your workload according to urgency and importance
- Know the importance of completing work accurately and how to do this.
- Achieving targets and deadlines of your work.

Analyze data and activities

The CRM should analyze all the work related data and activities involved. As an intelligent CRM, it is your duty to identify your data. It is important for your personal reference and for maintaining records to provide your TL.

Goal setting

It is very important to organize work by setting the required goals and manage the time. Time is money. Therefore, it is important for you to plan and utilize your time effectively so as to achieve the decided goals. Further, all the targets set according to these goals should be time driven. You will be required to achieve certain within suggested time span.

Time Management

Time management is about effective scheduling of your time, goal setting, prioritizing and choosing what to do and what not to do, delegating tasks, analysing and reviewing your spent time, organizing your workspace, keeping your concentration and focus at your work, motivating yourself to work towards a goal.

Time management requires:

1. Effective planning
2. Setting goals and objectives

3. Setting deadlines
4. Delegation of responsibilities
5. Prioritizing activities as per their importance
6. Spending the right time on the right activity

Time Robbers

Time robbers are those activities which create interruption at the workplace. These activities create a deviation from the objectives which needs to be achieved.

Time Robbers could be:

1. Poor personal planning and scheduling
2. Interruptions by people
3. Poor delegation
4. Poor use of the media: Telephone, Mobile, e-mail, and fax etc.
5. Reading junk mail
6. Lack of concern for good time management
7. Lack of clear priorities

The Time Robbers can be avoided by:

1. Being active all the time.
2. Developing and maintain an organized personal activity schedule.
3. Setting your priorities.
4. Proper delegation.
5. Utilizing modern technical media.

Prioritisation - Urgent and Important Matrix

This matrix will help you plan and organize your targets and your schedule to help you meet the company's expectation from you.

This matrix helps you understand:

1. What should be done?
2. What should be planned?
3. What should be resisted?
4. What should be rejected?

1. The Urgent and the important tasks **DO NOW** • Emergencies, complaints and crisis issues • Demands from seniors • Planned tasks or project work now due • Meetings with superiors/ colleagues	2. The Non-Urgent but important tasks **PLAN TO DO THEM** • Planning, preparation • Scheduling • Designing, testing • Thinking, creating, modelling the data

3. The Non-Important but Urgent tasks **REJECT AND EXPLAIN** • Trivial requests from others • Apparent emergencies • Misunderstandings appearing in work • Pointless routines or activities	4. The Non-Important and Non-Urgent tasks **RESIST AND CEASE** • Comfort activities • Computer games, net surfing • Excessive cigarette breaks • Personal Chat, gossips, social communications • Communications • Reading irrelevant and useless material

Writing

To be effective keep all the important data like tasks and reports documented safely in a word document or excel sheet. Make a list of what all you need to do at your end and keep checking the list throughout the day. Writing the tasks helps you in easy recalling.

Example: Making a list of reports to be sent on a particular day of the week. This helps in completion of all such reports to be sent in time to the concerned person.

Reading

Reading company guidelines and procedure time and again to not only keep yourself updated but also to serve customers efficiently within your limits and according to company procedures.

Oral Communications

You have to talk to people around you, to your team mates and seniors. Therefore, it is important to have effective oral communication skills to seek their help and support as and when required. You have to be polite and patient, choose your words wisely while speaking to people around. Make sure you say nothing which is offensive or rude.

Example: There is a customer with you on a live chat and he is demanding instant revert to his problem. The problem is typical and in spite of trying, you are unable to solve it. The customer is not ready to wait for you to get back to him and thus you decide to call your supervisor to verbally discuss it with him and simultaneously answer the customer. Here it is important for you to tell your supervisor everything in a calm tone and express the need to solve the query, give him all the details and seek right direction to solve the customer's problem.

Exercise

1. Why is following a code of conduct important for a CCE?

____

____

2. Write down some measures for respecting the workplace resources.

____

____

3. What are your time robbers?

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____

4. List down your activities for a day. Then arrange them on the basis of their priority. Identify what is important and what is not so urgent.

____

____

Urgent and Important	Important not Urgent
Urgent	Neither Important nor Urgent

5. What will you do to plan and organise effectively?

____

____

Notes

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UNIT 4.5: Working Effectively in Teams

Unit Objectives

At the end of this unit, you will be able to:

1. Develop strategies to work effectively in a team.

4.5.1 Working Effectively in Teams

A CCE is not only an individual contributor; he is also a team player.

There are many resources available at work which will help you manage your work to meet requirements. These resources could be

1. Your Team Leader
2. Your Team
3. The Intranet

You should use these resources to ensure the completeness of your work. You should get your work checked by your peers, if you are not clear of any of the concepts. Specially, during the first 3 months, after training, you should ensure that your Team Leader or your peers, or your seniors go through your work. This will guarantee complete and error free work.

Being a good team player is crucial for the role. Every day you will come across situations where you will require the co-operation of your team members. A good teamwork will be the key to your success.

To be an effective team member:

- Cherish and live team values: for instance, pulling together, respect, putting the customer first
- Focus on everyone's positive behaviors
- Work within the limits of your authority and refer any matters outside your authority to a senior person.

A team succeeds when its members have:

- A commitment to common objectives
- Defined roles and responsibilities
- Effective decision systems, communication and work procedures
- Good personal relationships

A team fails when its members:

- Have communications difficulties
- Have competition between members

Seek clarification on problems from others

In an organisational set up, the Operator must take feedback and advice from his Supervisor. This is an important part of an Operators work day. The operator should show them to the Supervisor, in case of demographic data anomalies so as to verifier them. Get clarity on the anomaly from where it originates or from where it will get cleared and approved.

If an Operator has issues relating to his work, he must not hesitate to ask for help from others. Asking for help is a sign of being a team player. When asking for help, do so politely and not like a boss. Asking others for a point of view will also help in getting clarity on the problem and if you are on the right track in solving the problem.

Get your work checked by peers

As mentioned in previous modules, get your work checked once in a while by your peers. There are other Operators who work with you. Take advice from them on your decisions relating to data capture. Share your work with more experienced Operators and see if you can learn some ideas on how to work better.

Pass on/Provide relevant information to others

Share relevant information about your work with others in your team so that they can map their own workload, processes etc. against their deadline. In an organisation, everything is interdependent. People have to work in teams to achieve the overall corporate goals. There is a high degree of co-dependency on data, processes and process outcome. Sharing information with the team facilitates in achieving the corporate goals.

The CCE must maintain strict record of the progress of his work, the issues face and how it was resolved. He can then easily share relevant data with people who need the information.

The purpose of keeping others updated with the progress of your work

The CCE must maintain detailed records of all the work. These records can give the Supervisor a realistic assessment of the progress of the work being done. By maintaining proper records will help the CCE and accordingly sharing the appropriate information with the relevant people will further help in the timely progress of work.

For updating the work progress, the records should include the people involved in your work, the issues you face with respect to their work, the resources related issue, timelines and actual date when deadlines were met.

Maintaining detailed records will help the Operator share the right information on the progress of the enrolment work being done with the Supervisor and other concerned personnel so that appropriate planning can be done ahead by everyone.

It is important that progress report is shared periodically so that others can map their workload in comparison to the work that is being undertaken by the Operator. And then map their deliverables and deadlines as well against the workload undertaken.

Information will be shared with the core team who influences workloads and impacts work outcomes. Based on organizational protocols, relevant information should be shared with relevant people.

Obtain guidance from appropriate people, where necessary

Whenever the CCE comes across any problems and issues, the CCE must take guidance from appropriate people. This is very important as taking the required guidance will largely help the CCE in completing task on time and also help in improving the quality of work done.

Ask for clarification and advice from line managers

AS discussed in the previous sessions, in an organizational set up, the CCE must take feedback and advice from his Supervisor. This is an important part of a CCE work day. Sharing information with the Supervisor and asking for his feedback will help the CCE in completing task on time and also help in improving the quality of work done.

Cooperative Communication within Teams

Communication with peers and cordial relationship with seniors helps you perform better and manage your work better. It is important to manage your work efficiently even if that needs seeking guidance from seniors. Seniors can really give some hands-on tips which can make your work deadlines handy and these tips are practical also.

Consider this conversation:

Amit: Sir, I am stressed these days. Suddenly there is huge workload and my personal things are also getting suffered.

Senior: Amit I can understand. Lot of people from our team has resigned recently and because of that there is an addition to your workload.

Amit: Sir I am not able to manage it. Lot of my work goes pending and it is also affecting my productivity.

Senior: I can understand. Listen even I have gone through it. Let me tell you a few tips. You try and apply these to your schedule for a week and see how it works. As for now forget about the backlog. From tomorrow, come and list four important tasks of the day. Then decide which one needs to be done first. Take a break for 5-7 minutes whenever you feel worked-up. Suppose you get an urgent task in between, do not get confused and do the urgent work first. If you want you can consult me whenever you feel stuck. Meanwhile, I will ask someone to help you with the work and hopefully we will recruit some more people in sometime.

Amit: Thank you Sir, hopefully things will start falling in place.

Senior: Do not worry and all the best, you are a good resource.

Now, analyze the above conversation. How do you think talking to the senior helped Amit when he was stressed and worked-up?

Now consider this situation:

Kavit, a CCE, receives an issue from a customer over an email. Kavit is a hardworking person. He tries everything in his control to sort the issue but somehow the customer's desired solution doesn't come up. Kavit, despite trying, isn't able to get to the root of the problem. He then realizes that may be because he is going through it over and over again, he is missing a point which someone else may be able to point out. He then asks one of his team mates to help him.

Kavita has always been very supportive to his teammates and has helped them out of the way. Therefore, whenever Kavit needs help, everyone is happy to help him. Kavit's polite and kind nature has always worked in the benefit of his team. Kavit is then helped by his teammate and the issue gets resolved. This is called, asking for assistance from the right person at right time.

Seeking guidance helps you finish your work in time, resolve issues and do not let you get stuck when there is an issue. It also helps you build relationship which helps in smooth team working. Therefore, keep consulting right person as and when needed.

Exercise

1. Describe how seeking guidance from your team can help growth of the team?

2. Explain the following terms:
   - Collaboration
   - Cooperation
   - Team

Notes

UNIT 4.6: Core and Generic Skills to Work Effectively

Unit Objectives

At the end of this unit, you will be able to:

1. Apply cooperative communication within teams.
2. Analyse the ways of effective communication required for a CCE.
3. Discuss the basic professional skills needed to be effective as a CCE.
4. List the different skills required for a CCE to work effectivley.

4.6.1 Communication Skills

Writing

To be effective keep all the important data like tasks and reports documented safely in a word document or excel sheet. Make a list of what all you need to do at your end and keep checking the list throughout the day. Writing the tasks helps you in easy recalling.

Example: Making a list of reports to be sent on a particular day of the week. This helps in completion of all such reports to be sent in time to the concerned person.

Reading

Reading company guidelines and procedure time and again to not only keep yourself updated but also to serve customers efficiently within your limits and according to company procedures.

Oral Communications

You have to talk to people around you, to your team mates and seniors. Therefore, it is important to have effective oral communication skills to seek their help and support as and when required. You have to be polite and patient, choose your words wisely while speaking to people around. Make sure you say nothing which is offensive or rude.

Example: There is a customer with you on a live chat and he is demanding instant revert to his problem. The problem is typical and in spite of trying, you are unable to solve it. The customer is not ready to wait for you to get back to him and thus you decide to call your supervisor to verbally discuss it with him and simultaneously answer the customer. Here it is important for you to tell your supervisor everything in a calm tone and express the need to solve the query, give him all the details and seek right direction to solve the customer’s problem.

4.6.2 Professional Skills

Decision making helps you to prioritise your work and deliver work efficiently and in time. It helps you decide which task to go for first and deciding its importance.

Example: You have seven pending queries to answer and arrange for an executive to visit one of the areas to provide a service to the customer. According to the priority, assign the duty to the executive and then get back to answering queries. Else if you start with queries, you may forget about the other important task and the day may pass.

Value of being flexible and adapting work plans to reflect change

Plans have a tendency to change. Reasons could be the as simple as the printer breaking down or enrolment software not working or a huge queue or crowd collecting outside or something completely unexpected and unplanned.

When such things happen, the Operator should be flexible to rework his priorities and work around this changed schedule. This may mean shifting priorities, working on shorter deadlines to make up for slippages in other part of the project or even working on already committed deadlines despite breakdown in system.

Exercise

1. Suppose you are responding to customer queries and you are in the middle of a conversation when suddenly your colleague asks you for doing something out of turn immediately. What should be your reply?

2. Suggest the measures you as a CCE would take up to ensure at that all the queries & questions for the day have been already answered and that no customer has any questions unanswered

3. Create a conversation with your supervisor where you want to seek his help as you are not able to meet your sales task

4. Make a team of four members each. You are the employees of an insurance company and have to sell 100 policies in a week. You have access to company's customer's data. Allocate the task among yourself and decided who will do what to attain the goal

5. Maintain a Healthy, Safe and Secure Working Environment

Unit 5.1 – Hazards at Workplace

Unit 5.2 – Dealing with Emergencies

SSC/N9003

Key Learning Outcomes

At the end of this unit, you will be able to:

1. Discuss how to deal with occupational hazards.
2. Explain what is an emergency evacuation.
3. Discuss the evacuation procedure.

UNIT 5.1: Hazards at Workplace

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss how to deal with occupational hazards.

5.1.1 Recognising Physical Hazards

The organisation can face some health hazard that could put the lives of the employees in danger. Hazards can be of different types depending on the industry and the environment in which the employees work. The different types of hazards include:

- Physical
- Chemical
- Biological
- Mechanical

5.1.2 Dealing with Occupational Hazards

Occupational hazards are problems that a worker faces due to his or her occupation. As a CRM, you will have prolonged hours of working in front of a computer, using headphones and sitting on a chair. For users who habitually use display screen equipment as a significant part of their work, have come across certain occupational hazards. These lead to health problems like repetitive strain injury, eye strain, back pain and stress.

In order to minimise the impact of occupational hazard, there are certain precautions that should be followed. Mentioned below are some of them.

5.1.3 Checklist for Workstations

The workstation should:

- provide sufficient space for the user or the operator to alter position Comfortably;
- provide lighting that is adequate with suitable contrast between the screen and background;
- avoid glare and reflections on the screen;
- have windows fitted with adjustable coverings to alter the sunlight level;
- be spacious enough when a workstation is shared by more than one person.

The display screen should:

- display well-defined characters of adequate size and spacing;
- have a stable image;
- have easily adjustable brightness and contrast;
- tilt and swivel easily to suit the user;

- be free from glare and reflections;
- Use a separate base for the screen or an adjustable table.

The keyboard should:

- be able to tilt easily and should be able to separate from the screen to allow the user to adopt a comfortable working position;
- have space in front to provide support for the hands or arms of the user;
- have a matt surface;
- have clearly legible symbols on the keys.

The work surface should:

- provide adequate space for the user;
- have a low reflective surface;
- be of an adequate size to allow the screen, keyboard etc. to be flexibly arranged;
- have a stable and adjustable document holder, which should be at the same level as the screen and at the same viewing distance.

5.1.4 Checklist for Work Environment

The work chair should have a seat that is adjustable in height and with a seat back adjustable in height and tilt. A footrest should be available too.

You should know the basic health and safety aspects of working with computers. They include:

- The importance of good posture, changing position and good keyboard technique.
- Avoiding glare or bright reflections in the screen.
- Cleaning and adjusting the screen.
- Using a mouse.

5.1.5 Norms and Services of Government Agencies

- All wiring on the floor or along the walls properly insulated
- Wiring required for the generator backup and for connecting the various devices used for enrolment neatly organised
- Fuel for generator or any other inflammable material stored away from the enrolment area
- Fire safety equipment available handy
- Power generator kept sufficiently away from the enrolment stations
- Local Emergency Help numbers available at the centre and are Operators aware of them. All the electrical equipment are properly earthed.

In the event, a review of his work process, raises a safely risk, he must take action to correct it. Additionally he must review the reason for the same with his peers and his supervisors and other authorities, to ensure that it does not happen again.

Exercise

1. Your back has been hurting due to a bad backrest of your chair. What do you do?
   a. Complain about it to everyone you meet
   b. Write an email to your TI telling them how inefficient they are
   c. Join yoga classes
   d. Ask your TI to change your chair and stretch your back as much as possible during work hours
2. You have developed glasses due to prolonged use of the computer. You have a bad habit of sitting too close to the screen. What do you do now?
   a. Resign and tell your TL that It is his or her fault
   b. Cry about it. Nothing more you can do Li
   c. Develop a healthier habit of maintaining safe distance from the screen
   d. Continue to sit close to the screen. It is a sign of being intelligent to have glasses
3. What kind of keyboard should you use?
   a. A modern, brand new keyboard
   b. Old, second-hand keyboard
   c. One that allows you to work comfortably and alter your position
   d. The one that your TL is using

Notes

UNIT 5.2: Dealing with Emergencies

Unit Objectives

At the end of this unit, you will be able to:

1. Explain what is an emergency evacuation.
2. Discuss the evacuation procedure.

5.2.1 Emergencies at Workplace

Every organisation has an evacuation procedure. Every organisation also has an assembly point, within the organisation compound or outside it, where all employees are expected to gather in case of an emergency evacuation. The team leader guides the team and takes them to a safe place. It is very important to assemble at the safe area immediately during an emergency evacuation.

If a team member does not reach the safe area on time, the team leader is responsible his or her team member's safety.

An unforeseen situation is one that:

- threatens the employees, customers or the public;
- disrupts or shuts down the operations;
- Causes physical or environmental damage.

Emergencies that require evacuation include:

- Fire;
- Explosion;
- Floods;
- Earthquake;
- Hurricane;
- Tornado;
- Toxic material release;
- Civil disturbance;
- Workplace violence.

5.2.2 Equipped for Emergency

Every company has:

- An evacuation policy. All the TIs are responsible for informing their employees about it. When the U is informing you about these details, pay attention. Negligence at this time could cost lives.
- A designated assembly point for emergencies. Ensure you know where it is.
- A 'buddy system' for individuals with special needs or disabilities. This system ensures that the differently a bled are assisted and guided out of the premises or the impacted area properly. If you are a buddy to someone, ensure that your buddy is safely at the assembly point with you.

- Floor plans with evacuation routes in work areas. Ensure that you understand these so you can use it in time of need.
- Assembly areas. These are the areas where you are required to assemble after evacuation.
- Periodic evacuation drills. Ensure that you pay attention during these drills. You need to save your life and you can be helpful in saving someone else's life too.

5.2.3 Dealing with Medical Emergencies

A medical emergency is an accidental injury or a medical crisis that ¡s severe. These could be situations where:

- The person is not breathing;
- Stroke or heart attack;
- Severe bleeding;
- Shock;
- Poisoning;
- Burns.

A medical emergency requires your immediate attention. Sometimes, even before you call emergency services for help.

It is crucial to know Emergency Medical Service (EMS) number for your safety and the safety of others.

Call EMS if:

A seizure happens to someone who is not known to have epilepsy or seizure disorder. It could be a sign of serious illness.

- A seizure lasts for more than five minutes.
- The person is slow to recover, has a second seizure or has difficulty breathing afterwards.
- Has another medical condition.
- The lady is pregnant.
- There are any signs of injury or illnesses.

Do not:

- Give the person anything to eat or drink.
- Restrain the person.
- Put anything between the person's teeth during the seizure.
- Splash or pour any liquid on the person's face.
- Move the person to another place (unless it is the only way to protect the person from injury).

5.2.4 Bleeding

Procedure to assist someone who is bleeding:

- Apply direct pressure to the wound with a direct pressure bandage.
- Elevate the wound to slow the bleeding

5.2.5 Shock

Wherever necessary, apply additional pressure to help reduce bleeding.

Fainting is a brief loss of consciousness that is caused by a temporary reduction of blood flow to the brain.

- A brief loss of consciousness causing the person to fall on the floor;
- A slow pulse;
- Pale, cold skin and sweating.
- Causes
- Consuming too little food and fluids (dehydration;
- Low blood pressure;
- Lack of sleep;
- Over exhaustion.

Procedure to assist someone who has fainted:

1. Position the person by lying on his/her back and elevate his/her legs.
2. Check the person's airway to ensure it is clear.
3. Check for signs of breathing, coughing or movement.
4. Loosen clothing (neck ties, collars, belts etc.)
5. If consciousness is not regained within one minute, call the EMS.

5.2.6 Fainting

A person suffers from shock when the circulatory system fails and insufficient amount of oxygen reaches the tissues. If it is not treated quickly, vital organs can fail that ultimately cause death. Shock is made worse by fear and pain.

Procedure to assist someone who is in shock:

1. Keep the person lying down, if possible.
2. Elevate the person's leg unless you suspect a back injury or broken bones.
3. Cover the person to maintain body temperature.
4. Provide the person with plenty of fresh air and space.
5. If the person begins to vomit, place him/her on his/her left side.
6. Loosen restrictive clothing.
7. If the person's condition seems to worsen, call EMS.

5.2.7 Muscle Cramps

Procedure to assist the person suffering from muscle cramps:

1. Slowly stretch the affected muscle to counteract the cramp.
2. Massage the cramped muscle firmly but slowly.
3. Apply moist heat to the area.
4. Get medical help if the cramp persists.

5.2.8 Strains and Sprains (R.I.C.E)

The steps to follow when assisting someone suffering from strain or sprain:

- Rest- Avoid movements and activities that cause pain.
- Ice- Ice helps reduce pain and swelling.
- Compression- Light pressure can be applied from using an elastic wrap or bandage. It helps reduce swelling.
- Elevation- Raising the affected limb reduces pain and swelling.

5.2.9 Fractures

A fracture is a break or crack in the continuity of the bone.
Symptoms:

- Pain at or near fractured site;
- Tenderness at or near the affected area;
- Swelling over the fracture site;
- Deformity e.g. irregularity of bone, angulation or rotation of limb, depression of bone etc.;
- Temporary loss of movement;
- Signs and symptoms of shock.

5.2.10 Dislocation and Fractures

Dislocation is displacement of one or more joint bones. usually the shoulders, elbow, thumb, fingers and the lower jaw are affected.

Symptoms:

- Pain at the site of injury.
- Limited movement at the joint.
- Deformity.
- Swelling.

Steps to take when assisting someone suffering from a fracture or dislocation:

- I - Immobilise area. Stop any movement by supporting the injured area. Use pillows, jackets, blankets etc.
- A - Activate Emergency Medical Services (EMS). Call your office medical helpline.
- C - Care for the person if he or she seems in shock.
- T - Treat any additional secondary injuries.

5.2.11 Early Signs of an Asthma Attack

The early signs of an asthma attack:

- Coughing with no cold;
- Wheezing (however light) especially upon exhaling;

- Fast/irregular breathing;
- Anxiousness;
- Cyanosis (bluish skin colour);
- Nostrils flaring with each breath.

Procedure to assist someone suffering from an asthma attack:

1. Keep the person in a comfortable upright position leaning slightly forward. This is known as the 'tripod' position. Generally, the person will dictate what position is most tolerable to them. Usually, sitting up makes it easier to breathe. Check with the person first about the most comfortable position for him or her.
2. Try to calm and reassure the person.
3. Administer warm fluids if possible.
4. Ask the person about any asthma medication he or she may be using. Usually, the person will have an inhaler nearby.
5. If the person does not respond to his or her medication, cannot speak or cannot breathe, seek medical attention immediately.

5.2.12 Animal Bites

Procedure to assist someone who has been bitten by an animal:

1. Wash the bite area with mild soap and warm water for five minutes to remove saliva and any other foreign matter.
2. Use direct pressure or pressure point bleeding control to stop any bleeding.
3. If the wound is swollen, apply ice wrapped in a towel for 10 minutes.
4. Cover the wound with a clean dressing or bandage.
5. Seek medical assistance if the person showcases any severe symptom.

5.2.13 Nose Bleeds

Precautions to take while assisting someone with a nose bleed:

- It often occurs when a person has been breathing dry air.
- Seek professional help if they occur often.
- Do not tilt the persons head back. This could cause them to choke as the blood runs down their throat.

5.2.14 Object in the Eye

Procedure to assist someone who has a foreign object in their eye:

- Do not rub the eye.
- Wash your hands, clean the person's eye using water.

Exercise

1. Unfortunately a fire broke in your company and everyone is running to the safe area. You were outside the building. What will you do?
   a. You will run away without informing anyone.
   b. You will go to the safe area too.
   c. You will wait for someone to call you and tell you about it.
   d. You will stand there watching because it doesn't impact you.

2. Names are being called out at the safe area by your TL. You realize one of your friend from another team is still in the building but your TI doesn1t know because he is not from your team. What will you do?
   a. You will inform your TL
   b. You will run into the building like a hero.
   c. You will call your friend and ask him to come out.
   d. You will wait.

3. An assembly point is ______________.
   a. a place where office supplies are kept
   b. a place where people come to gossip
   c. a place where you assemble during emergency evacuation
   d. the best place in the office

4. First aid for bleeding includes:
   a. Appling direct pressure to the wound with a direct pressure bandage.
   b. Elevating the wound to slow the bleeding.
   c. When necessary, applying additional pressure to help reduce bleeding.
   d. All of the above

5. What is the first thing you should do when you notice someone who may be suffering from a medical emergency?
   a. Run away. You do not want to be blamed for it.
   b. Take charge of the situation and assist the person in need.
   c. Gather everyone and gossip about it.
   d. Call your TL. This looks like his job.

6. What does R.I.C.E stand for?
   a. Rest, Ice, Compression, Elevation
   b. Rejoice, Idealise, Concentrate, Encourage
   c. Rest, Ice, Compression, Exercise
   d. Rest, Ice, Call, Elevate

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6. Employability and Entrepreneurship Skills

Key Learning Outcomes

At the end of this unit, you will be able to:

1. Explain the meaning of health.
2. List common health issues.
3. Discuss tips to prevent common health issues.
4. Explain the meaning of hygiene.
5. Discuss the purpose of Swacch Bharat Abhiyan.
6. Explain the meaning of habit.
7. Discuss ways to set up a safe work environment.
8. Discuss critical safety habits to be followed by employees.
9. Explain the importance of self-analysis.
10. Discuss motivation with the help of Maslow's Hierarchy of Needs.
11. Discuss the meaning of achievement motivation.
12. List the characteristics of entrepreneurs with achievement motivation.
13. List the different factors that motivate you.
14. Discuss the role of attitude in self-analysis.
15. Discuss how to maintain a positive attitude.
16. List your strengths and weaknesses.
17. Discuss the qualities of honest people.
18. Describe the importance of honesty in entrepreneurs.
19. Discuss the elements of a strong work ethic.
20. Discuss how to foster a good work ethic.
21. List the characteristics of highly creative people.
22. List the characteristics of highly innovative people.
23. Discuss the benefits of time management.
24. List the traits of effective time managers.
25. Describe effective time management technique.
26. Discuss the importance of anger management.
27. Describe anger management strategies.
28. Discuss tips for anger management.
29. Discuss the causes of stress.
30. Discuss the symptoms of stress.
31. Discuss tips for stress management.
32. Identify the basic parts of a computer.
33. Identify the basic parts of a keyboard.
34. Recall basic computer terminology.

35. Recall the functions of basic computer keys.
36. Discuss the main applications of MS Office.
37. Discuss the benefits of Microsoft Outlook.
38. Discuss the different types of e-commerce.
39. List the benefits of e-commerce for retailers and customers.
40. Discuss how the Digital India campaign will help boost e-commerce in India.
41. Describe how you will sell a product or service on an e-commerce platform.
42. Discuss the importance of saving money.
43. Discuss the benefits of saving money.
44. Discuss the main types of bank accounts.
45. Describe the process of opening a bank account.
46. Differentiate between fixed and variable costs.
47. Describe the main types of investment options.
48. Describe the different types of insurance products.
49. Describe the different types of taxes.
50. Discuss the uses of online banking.
51. Discuss the main types of electronic funds transfers.
52. Discuss the steps to prepare for an interview.
53. Discuss the steps to create an effective resume.
54. Discuss the most frequently asked interview questions.
55. Discuss how to answer the most frequently asked interview questions.
56. Discuss basic workplace terminology.
57. Discuss the concept of entrepreneurship.
58. Discuss the importance of entrepreneurship.
59. Describe the characteristics of an entrepreneur.
60. Describe the different types of enterprises.
61. List the qualities of an effective leader.
62. Discuss the benefits of effective leadership.
63. List the traits of an effective team.
64. Discuss the importance of listening effectively.
65. Discuss how to listen effectively.
66. Discuss the importance of speaking effectively.
67. Discuss how to speak effectively.
68. Discuss how to solve problems.
69. List important problem solving traits.
70. Discuss ways to assess problem solving skills.
71. Discuss the importance of negotiation.

72. Discuss how to negotiate.
73. Discuss how to identify new business opportunities.
74. Discuss how to identify business opportunities within your business.
75. Explain the meaning of entrepreneur.
76. Describe the different types of entrepreneurs.
77. List the characteristics of entrepreneurs.
78. Recall entrepreneur success stories.
79. Discuss the entrepreneurial process.
80. Describe the entrepreneurship ecosystem.
81. Discuss the purpose of the Make in India campaign.
82. Discuss key schemes to promote entrepreneurs.
83. Discuss the relationship between entrepreneurship and risk appetite.
84. Discuss the relationship between entrepreneurship and resilience.
85. Describe the characteristics of a resilient entrepreneur.
86. Discuss how to deal with failure.
87. Discuss how market research is carried out.
88. Describe the 4 Ps of marketing.
89. Discuss the importance of idea generation.
90. Recall basic business terminology.
91. Discuss the need for CRM.
92. Discuss the benefits of CRM.
93. Discuss the need for networking.
94. Discuss the benefits of networking.
95. Discuss the importance of setting goals.
96. Differentiate between short-term, medium-term and long-term goals.
97. Discuss how to write a business plan.
98. Explain the financial planning process.
99. Discuss ways to manage your risk.
100. Describe the procedure and formalities for applying for bank finance.
101. Discuss how to manage your own enterprise.
102. List important questions that every entrepreneur should ask before starting an enterprise.

UNIT 6.1: Personal Strengths & Value Systems

Unit Objectives

At the end of this unit, you will be able to:

1. Explain the meaning of health.
2. List common health issues.
3. Discuss tips to prevent common health issues.
4. Explain the meaning of hygiene.
5. Discuss the purpose of Swacch Bharat Abhiyan.
6. Explain the meaning of habit.
7. Discuss ways to set up a safe work environment.
8. Discuss critical safety habits to be followed by employees.
9. Explain the importance of self-analysis.
10. Discuss motivation with the help of Maslow's Hierarchy of Needs.
11. Discuss the meaning of achievement motivation.
12. List the characteristics of entrepreneurs with achievement motivation.
13. List the different factors that motivate you.
14. Discuss the role of attitude in self-analysis.
15. Discuss how to maintain a positive attitude.
16. List your strengths and weaknesses.
17. Discuss the qualities of honest people.
18. Describe the importance of honesty in entrepreneurs.
19. Discuss the elements of a strong work ethic.
20. Discuss how to foster a good work ethic.
21. List the characteristics of highly creative people.
22. List the characteristics of highly innovative people.
23. Discuss the benefits of time management.
24. List the traits of effective time managers.
25. Describe effective time management technique.
26. Discuss the importance of anger management.
27. Describe anger management strategies.
28. Discuss tips for anger management.
29. Discuss the causes of stress.
30. Discuss the symptoms of stress.
31. Discuss tips for stress management.

6.1.1 Health, Habits, Hygiene: What is Health

As per the World Health Organization (WHO), health is a "State of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." This means being healthy does not simply mean not being unhealthy – it also means you need to be at peace emotionally, and feel fit physically. For example, you cannot say you are healthy simply because you do not have any physical ailments like a cold or cough. You also need to think about whether you are feeling calm, relaxed and happy.

Common Health Issues

Some common health issues are:

- Allergies
- Asthma
- Skin Disorders
- Depression and Anxiety
- Diabetes
- Cough, Cold, Sore Throat
- Difficulty Sleeping
- Obesity

Tips to Prevent Health Issues

Taking measures to prevent ill health is always better than curing a disease or sickness. You can stay healthy by:

- Eating healthy foods like fruits, vegetables and nuts
- Cutting back on unhealthy and sugary foods
- Drinking enough water everyday
- Not smoking or drinking alcohol
- Exercising for at least 30 minutes a day, 4-5 times a week
- Taking vaccinations when required
- Practicing yoga exercises and meditatio

How many of these health standards do you follow? Tick the ones that apply to you.

1. Get minimum 7-8 hours of sleep every night. ☐
2. Avoid checking email first thing in the morning and right before you go to bed at night. ☐
3. Don't skip meals – eat regular meals at correct meal times. ☐
4. Read a little bit every single day. ☐
5. Eat more home cooked food than junk food. ☐

6. Stand more than you sit. ☐
7. Drink a glass of water first thing in the morning and have at least 8 glasses of water through the day. ☐
8. Go to the doctor and dentist for regular checkups. ☐
9. Exercise for 30 minutes at least 5 days a week. ☐
10. Avoid consuming lots of aerated beverages. ☐

What is Hygiene

As per the World Health Organization (WHO), "Hygiene refers to conditions and practices that help to maintain health and prevent the spread of diseases." In other words, hygiene means ensuring that you do whatever is required to keep your surroundings clean, so that you reduce the chances of spreading germs and diseases.

For instance, think about the kitchen in your home. Good hygiene means ensuring that the kitchen is always spick and span, the food is put away, dishes are washed and dustbins are not overflowing with garbage. Doing all this will reduce the chances of attracting pests like rats or cockroaches, and prevent the growth of fungus and other bacteria, which could spread disease.

How many of these health standards do you follow? Tick the ones that apply to you.

1. Have a bath or shower every day with soap – and wash your hair with shampoo 2-3 times a week. ☐
2. Wear a fresh pair of clean undergarments every day. ☐
3. Brush your teeth in the morning and before going to bed. ☐
4. Cut your fingernails and toenails regularly. ☐
5. Wash your hands with soap after going to the toilet. ☐
6. Use an anti-perspirant deodorant on your underarms if you sweat a lot. ☐
7. Wash your hands with soap before cooking or eating. ☐
8. Stay home when you are sick, so other people don't catch what you have. ☐
9. Wash dirty clothes with laundry soap before wearing them again. ☐
10. Cover your nose with a tissue/your hand when coughing or sneezing. ☐

See how healthy and hygienic you are, by giving yourself 1 point for every ticked statement! Then take a look at what your score means.

Your Score

0-7/20: You need to work a lot harder to stay fit and fine! Make it a point to practice good habits daily and see how much better you feel!

7-14/20: Not bad, but there is scope for improvement! Try and add a few more good habits to your daily routine.

14-20/20: Great job! Keep up the good work! Your body and mind thank you!

Swachh Bharat Abhiyan

We have already discussed the importance of following good hygiene and health practices for ourselves. But, it is not enough for us to be healthy and hygienic. We must also extend this standard to our homes, our immediate surroundings and to our country as a whole.

The 'Swachh Bharat Abhiyan' (Clean India Mission) launched by Prime Minister Shri Narendra Modi on 2nd October 2014, believes in doing exactly this. The aim of this mission is to clean the streets and roads of India and raise the overall level of cleanliness. Currently this mission covers 4,041 cities and towns across the country. Millions of our people have taken the pledge for a clean India. You should take the pledge too, and do everything possible to keep our country clean!

What are Habits

A habit is a behaviour that is repeated frequently. All of us have good habits and bad habits. Keep in mind the phrase by John Dryden: "We first make our habits, and then our habits make us." This is why it is so important that you make good habits a way of life, and consciously avoid practicing bad habits.

Some good habits that you should make part of your daily routine are:

- Always having a positive attitude
- Making exercise a part of your daily routine
- Reading motivational and inspirational stories
- Smiling! Make it a habit to smile as often as possible
- Making time for family and friends
- Going to bed early and waking up early

Some bad habits that you should quit immediately are:

- Skipping breakfast
- Snacking frequently even when you are not hungry
- Eating too much fattening and sugary food
- Smoking, drinking alcohol and doing drugs
- Spending more money than you can afford
- Worrying about unimportant issues
- Staying up late and waking up late

Tips

- Following healthy and hygienic practices every day will make you feel good mentally and physically.
- Hygiene is two-thirds of health – so good hygiene will help you stay strong and healthy!

6.1.2: Safety: Tips to Design a Safe Workplace

Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Use ergonomically designed furniture and equipment to avoid stooping and twisting
- Provide mechanical aids to avoid lifting or carrying heavy objects
- Have protective equipment on hand for hazardous jobs
- Designate emergency exits and ensure they are easily accessible
- Set down health codes and ensure they are implemented
- Follow the practice of regular safety inspections in and around the workplace
- Ensure regular building inspections are conducted
- Get expert advice on workplace safety and follow it

Non-Negotiable Employee Safety Habits

Every employee is obligated to follow all safety protocols put in place by the employer. All employees must make it a habit to:

- Immediately report unsafe conditions to a supervisor
- Recognize and report safety hazards that could lead to slips, trips and falls
- Report all injuries and accidents to a supervisor
- Wear the correct protective equipment when required
- Learn how to correctly use equipment provided for safety purposes
- Be aware of and avoid actions that could endanger other people
- Take rest breaks during the day and some time off from work during the week

Tips

- Be aware of what emergency number to call at the time of a workplace emergency
- Practice evacuation drills regularly to avoid chaotic evacuations

6.1.3 Self Analysis – Attitude, Achievement Motivation: What is Self-Analysis

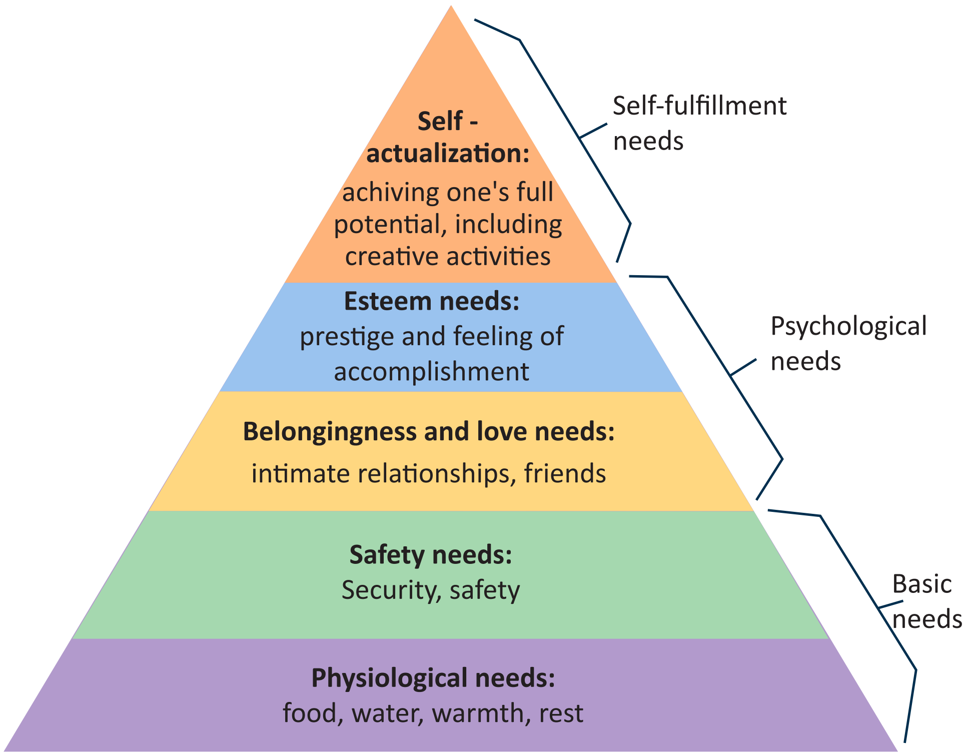
To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within yourself that need to be further developed, changed or eliminated. You can better understand yourself by taking a deep look at what motivates you, what your attitude is like, and what your strengths and weaknesses are.

What is Motivation

Very simply put, motivation is your reason for acting or behaving in a certain manner. It is important to understand that not everyone is motivated by the same desires – people are motivated by many, many different things. We can understand this better by looking at Maslow's Hierarchy of Needs.

Maslow's Hierarchy of Needs

Famous American psychologist Abraham Maslow wanted to understand what motivates people. He believed that people have five types of needs, ranging from very basic needs (called physiological needs) to more important needs that are required for self-growth (called self-actualization needs). Between the physiological and self-actualization needs are three other needs – safety needs, belongingness and love needs, and esteem needs. These needs are usually shown as a pyramid with five levels and are known as Maslow's Hierarchy of Needs.



As you can see from the pyramid, the lowest level depicts the most basic needs. Maslow believed that our behaviour is motivated by our basic needs, until those needs are met. Once they are fulfilled, we move to the next level and are motived by the next level of needs. Let's understand this better with an example.

Rupa comes from a very poor family. She never has enough food, water, warmth or rest. According to Maslow, until Rupa is sure that she will get these basic needs, she will not even think about the next level of needs – her safety needs. But, once Rupa is confident that her basic needs will be met, she will move to the next level, and her behaviour will then be motivated by her need for security and safety. Once these new needs are met, Rupa will once again move to the next level, and be motivated by her need for relationships and friends. Once this need is satisfied, Rupa will then focus on the fourth level of needs – her esteem needs, after which she will move up to the fifth and last level of needs – the desire to achieve her full potential.

Understanding Achievement Motivation

We now know that people are motivated by basic, psychological and self-fulfillment needs. However, certain people are also motivated by the achievement of highly challenging accomplishments. This is known as Achievement Motivation, or 'need for achievement'.

The level of motivation achievement in a person differs from individual to individual. It is important that entrepreneurs have a high level of achievement motivation – a deep desire to accomplish something important and unique. It is equally important that they hire people who are also highly motivated by challenges and success.

What Motivates You

What are the things that really motivate you? List down five things that really motivate you. Remember to answer honestly!

I am motivated by:

Characteristics of Entrepreneurs with Achievement Motivation

Entrepreneurs with achievement motivation can be described as follows:

- Unafraid to take risks for personal accomplishment
- Love being challenged
- Future-oriented
- Flexible and adaptive
- Value negative feedback more than positive feedback
- Very persistent when it comes to achieving goals
- Extremely courageous
- Highly creative and innovative
- Restless – constantly looking to achieve more
- Feel personally responsible for solving problems

Think about it:

- How many of these traits do you have?
- Can you think of entrepreneurs who display these traits?

What is Attitude

Now that we understand why motivation is so important for self-analysis, let's look at the role our attitude plays in better understanding ourselves. Attitude can be described as your tendency (positive or negative), to think and feel about someone or something. Attitude is the foundation for success in every aspect of life. Our attitude can be our best friend or our worst enemy. In other words:

"The only disability in life is a bad attitude."

When you start a business, you are sure to encounter a wide variety of emotions, from difficult times and failures to good times and successes. Your attitude is what will see you through the tough times and guide you towards success. Attitude is also infectious. It affects everyone around you, from your customers to your employees to your investors. A positive attitude helps build confidence in the workplace while a negative attitude is likely to result in the demotivation of your people.

How to Cultivate a Positive Attitude

The good news is attitude is a choice. So it is possible to improve, control and change our attitude, if we decide we want to! The following tips help foster a positive mindset:

- Remember that you control your attitude, not the other way around
- Devote at least 15 minutes a day towards reading, watching or listening to something positive
- Avoid negative people who only complain and stop complaining yourself
- Expand your vocabulary with positive words and delete negative phrases from your mind
- Be appreciative and focus on what's good in yourself, in your life, and in others
- Stop thinking of yourself as a victim and start being proactive
- Imagine yourself succeeding and achieving your goals

What Are Your Strengths and Weaknesses

Another way to analyze yourself is by honestly identifying your strengths and weaknesses. This will help you use your strengths to your best advantage and reduce your weaknesses.

Note down all your strengths and weaknesses in the two columns below. Remember to be honest with yourself!

Strengths	Weaknesses

Tips

- Achievement motivation can be learned.
- Don't be afraid to make mistakes.
- Train yourself to finish what you start.
- Dream big.

6.1.4 Honesty & Work Ethics: What is Honesty

Honesty is the quality of being fair and truthful. It means speaking and acting in a manner that inspires trust. A person who is described as honest is seen as truthful and sincere, and as someone who isn't deceitful or devious and doesn't steal or cheat. There are two dimensions of honesty – one is honesty in communication and the other is honesty in conduct.

Honesty is an extremely important trait because it results in peace of mind and builds relationships that are based on trust. Being dishonest, on the other hand, results in anxiety and leads to relationships full of distrust and conflict.

Qualities of Honest People

Honest individuals have certain distinct characteristics. Some common qualities among honest people are:

1. They don't worry about what others think of them. They believe in being themselves – they don't bother about whether they are liked or disliked for their personalities.
2. They stand up for their beliefs. They won't think twice about giving their honest opinion, even if they are aware that their point of view lies with the minority.
3. They are think skinned. This means they are not affected by others judging them harshly for their honest opinions.
4. They forge trusting, meaningful and healthy friendships. Honest people usually surround themselves with honest friends. They have faith that their friends will be truthful and upfront with them at all times.
5. They are trusted by their peers. They are seen as people who can be counted on for truthful and objective feedback and advice.

Importance of Honesty in Entrepreneurs

One of the most important characteristics of entrepreneurs is honesty. When entrepreneurs are honest with their customers, employees and investors, it shows that they respect those that they work with. It is also important that entrepreneurs remain honest with themselves. Let's look at how being honest would lead to great benefits for entrepreneurs.

- Honesty and customers: When entrepreneurs are honest with their customers it leads to stronger relationships, which in turn results in business growth and a stronger customer network.
- Honesty and employees: When entrepreneurs build honest relationships with their employees, it leads to more transparency in the workplace, which results in higher work performance and better results.
- Honesty and investors: For entrepreneurs, being honest with investors means not only sharing strengths but also candidly disclosing current and potential weaknesses, problem areas and solution strategies. Keep in mind that investors have a lot of experience with startups and are aware that all new companies have problems. Claiming that everything is perfectly fine and running smoothly is a red flag for most investors.
- Honesty with oneself: The consequences of being dishonest with oneself can lead to dire results, especially in the case of entrepreneurs. For entrepreneurs to succeed, it is critical that they remain realistic about their situation at all times, and accurately judge every aspect of their enterprise for what it truly is.

What are Work Ethics

Being ethical in the workplace means displaying values like honesty, integrity and respect in all your decisions and communications. It means not displaying negative qualities like lying, cheating and stealing.

Workplace ethics play a big role in the profitability of a company. It is as crucial to an enterprise as high morale and teamwork. This is why most companies lay down specific workplace ethic guidelines that must compulsorily be followed by their employees. These guidelines are typically outlined in a company's employee handbook.

Elements of a Strong Work Ethic

An entrepreneur must display strong work ethics, as well as hire only those individuals who believe in and display the same level of ethical behavior in the workplace. Some elements of a strong work ethic are:

- **Professionalism**: This involves everything from how you present yourself in a corporate setting to the manner in which you treat others in the workplace.
- **Respectfulness**: This means remaining poised and diplomatic regardless of how stressful or volatile a situation is.
- **Dependability**: This means always keeping your word, whether it's arriving on time for a meeting or delivering work on time.
- **Dedication**: This means refusing to quit until the designated work is done, and completing the work at the highest possible level of excellence.
- **Determination**: This means embracing obstacles as challenges rather than letting them stop you, and pushing ahead with purpose and resilience to get the desired results.
- **Accountability**: This means taking responsibility for your actions and the consequences of your actions, and not making excuses for your mistakes.
- **Humility**: This means acknowledging everyone's efforts and had work, and sharing the credit for accomplishments.

How to Foster a Good Work Ethic

As an entrepreneur, it is important that you clearly define the kind of behaviour that you expect from each and every team member in the workplace. You should make it clear that you expect employees to display positive work ethics like:

- **Honesty**: All work assigned to a person should be done with complete honesty, without any deceit or lies.
- **Good attitude**: All team members should be optimistic, energetic, and positive.
- **Reliability**: Employees should show up where they are supposed to be, when they are supposed to be there.
- **Good work habits**: Employees should always be well groomed, never use inappropriate language, conduct themselves professionally at all times, etc.
- **Initiative**: Doing the bare minimum is not enough. Every team member needs to be proactive and show initiative.
- **Trustworthiness**: Trust is non-negotiable. If an employee cannot be trusted, it's time to let that employee go.

- **Respect**: Employees need to respect the company, the law, their work, their colleagues and themselves.
- **Integrity**: Each and every team member should be completely ethical and must display above board behaviour at all times.
- **Efficiency**: Efficient employees help a company grow while inefficient employees result in a waste of time and resources.

Tips

- Don't get angry when someone tells you the truth and you don't like what you hear.
- Always be willing to accept responsibility for your mistakes.

6.1.5 Creativity & Innovation : What is Creativity

Creativity means thinking outside the box. It means viewing things in new ways or from different perspectives, and then converting these ideas into reality. Creativity involves two parts: thinking and producing. Simply having an idea makes you imaginative, not creative. However, having an idea and acting on it makes you creative.

Characteristics of Highly Creative People

Some characteristics of creative people are:

- They are imaginative and playful
- They see issues from different angles
- They notice small details
- They have very little tolerance for boredom
- They detest rules and routine
- They love to daydream
- They are very curious

What is Innovation

There are many different definitions of innovation. In simple terms, innovation means turning an idea into a solution that adds value. It can also mean adding value by implementing a new product, service or process, or significantly improving on an existing product, service or process.

Characteristics of Highly Innovative People

Some characteristics of highly innovative people are:

- They embrace doing things differently
- They don't believe in taking shortcuts
- They are not afraid to be unconventional
- They are highly proactive and persistent
- They are organized, cautious and risk-averse

Tips

- Take regular breaks from your creative work to recharge yourself and gain fresh perspective.
- Build prototypes frequently, test them out, get feedback, and make the required changes.

6.1.6 Time Management: What is Time Management

Time management is the process organizing your time, and deciding how to allocate your time between different activities. Good time management is the difference between working smart (getting more done in less time) and working hard (working for more time to get more done).

Effective time management leads to an efficient work output, even when you are faced with tight deadlines and high pressure situations. On the other hand, not managing your time effectively results in inefficient output and increases stress and anxiety.

Benefits of Time Management

Time management can lead to huge benefits like:

- Greater productivity
- Better professional reputation
- Higher chances for career advancement
- Higher efficiency
- Reduced stress
- Greater opportunities to achieve goals

Not managing time effectively can result in undesirable consequences like:

- Missing deadlines
- Substandard work quality
- Stalled career
- Inefficient work output
- Poor professional reputation
- Increase in stress and anxiety

Traits of Effective Time Managers

Some traits of effective time managers are:

- They begin projects early
- They set daily objectives
- They modify plans if required, to achieve better results
- They are flexible and open-minded
- They inform people in advance if their help will be required
- They know how to say no
- They break tasks into steps with specific deadlines
- They continually review long term goals
- They think of alternate solutions if and when required
- They ask for help when required
- They create backup plans

Effective Time Management Techniques

You can manage your time better by putting into practice certain time management techniques. Some helpful tips are:

- Plan out your day as well as plan for interruptions. Give yourself at least 30 minutes to figure out your time plan. In your plan, schedule some time for interruptions.
- Put up a "Do Not Disturb" sign when you absolutely have to complete a certain amount of work.
- Close your mind to all distractions. Train yourself to ignore ringing phones, don't reply to chat messages and disconnect from social media sites.

- Delegate your work. This will not only help your work get done faster, but will also show you the unique skills and abilities of those around you.
- Stop procrastinating. Remind yourself that procrastination typically arises due to the fear of failure or the belief that you cannot do things as perfectly as you wish to do them.
- Prioritize. List each task to be completed in order of its urgency or importance level. Then focus on completing each task, one by one.
- Maintain a log of your work activities. Analyze the log to help you understand how efficient you are, and how much time is wasted every day.
- Create time management goals to reduce time wastage.

Tips

- Always complete the most important tasks first.
- Get at least 7 – 8 hours of sleep every day.
- Start your day early.
- Don't waste too much time on small, unimportant details.
- Set a time limit for every task that you will undertake.
- Give yourself some time to unwind between tasks.

6.1.7 Anger Management: What is Anger Management

Anger management is the process of:

1. Learning to recognize the signs that you, or someone else, is becoming angry
2. Taking the best course of action to calm down the situation in a positive way

Anger management does not mean suppressing anger.

Importance of Anger Management

Anger is a perfectly normal human emotion. In fact, when managed the right way, anger can be considered a healthy emotion. However, if it is not kept in check, anger can make us act inappropriately and can lead to us saying or doing things that we will likely later regret.

Extreme anger can:

- **Hurt you physically**: It leads to heart disease, diabetes, a weakened immune system, insomnia, and high blood pressure.
- **Hurt you mentally**: It can cloud your thinking and lead to stress, depression and mental health issues.
- **Hurt your career**: It can result in alienating your colleagues, bosses, clients and lead to the loss of respect.
- **Hurt your relationships**: It makes it hard for your family and friends to trust you, be honest with you and feel comfortable around you.

This is why anger management, or managing anger appropriately, is so important.

Anger Management Strategies

Here are some strategies that can help you control your anger:

Strategy 1: Relaxation

Something as simple as breathing deeply and looking at relaxing images works wonders in calming down angry feelings. Try this simple breathing exercise:

1. Take a deep breath from your diaphragm (don't breathe from your chest)
2. Visualize your breath coming up from your stomach
3. Keep repeating a calming word like 'relax' or 'take it easy' (remember to keep breathing deeply while repeating the word)
4. Picture a relaxing moment (this can be from your memory or your imagination)

Follow this relaxation technique daily, especially when you realize that you're starting to feel angry.

Strategy 2: Cognitive Restructuring

Cognitive restructuring means changing the manner in which you think. Anger can make you curse, swear, exaggerate and act very dramatically. When this happens, force yourself to replace your angry thoughts with more logical ones. For instance, instead of thinking 'Everything is ruined' change your mindset and tell yourself 'It's not the end of the world and getting angry won't solve this'.

Strategy 3: Problem Solving

Getting angry about a problem that you cannot control is a perfectly natural response. Sometimes, try as you may, there may not be a solution to the difficulty you are faced with. In such cases, stop focusing on solving the problem, and instead focus on handling and facing the problem. Remind yourself that you will do your best to deal with the situation, but that you will not blame yourself if you don't get the solution you desire.

Strategy 4: Better Communication

When you're angry, it is very easy to jump to inaccurate conclusions. In this case, you need to force yourself to stop reacting, and think carefully about what you want to say, before saying it. Avoid saying the first thing that enters your head. Force yourself to listen carefully to what the other person is saying. Then think about the conversation before responding.

Strategy 5: Changing Your Environment

If you find that your environment is the cause of your anger, try and give yourself a break from your surroundings. Make an active decision to schedule some personal time for yourself, especially on days that are very hectic and stressful. Having even a brief amount of quiet or alone time is sure to help calm you down.

Tips for Anger Management

The following tips will help you keep your anger in check:

- Take some time to collect your thoughts before you speak out in anger.
- Express the reason for your anger in an assertive, but non-confrontational manner once you have calmed down.
- Do some form of physical exercise like running or walking briskly when you feel yourself getting angry.
- Make short breaks part of your daily routine, especially during days that are stressful.
- Focus on how to solve a problem that's making you angry, rather than focusing on the fact that the problem is making you angry.

Tips

- Try to forgive those who anger you, rather than hold a grudge against them.
- Avoid using sarcasm and hurling insults. Instead, try and explain the reason for your frustration in a polite and mature manner.

6.1.8 Stress Management: What is Stress

We say we are 'stressed' when we feel overloaded and unsure of our ability to deal with the pressures placed on us. Anything that challenges or threatens our well-being can be defined as a stress. It is important to note that stress can be good and bad. While good stress keeps us going, negative stress undermines our mental and physical health. This is why it is so important to manage negative stress effectively.

Causes of Stress

Stress can be caused by internal and external factors.

Internal causes of stress

- Constant worry
- Rigid thinking
- Unrealistic expectations
- Pessimism
- Negative self-talk
- All in or all out attitude

External causes of stress

- Major life changes
- Difficulties with relationships
- Having too much to do
- Difficulties at work or in school
- Financial difficulties
- Worrying about one's children and/or family

Symptoms of Stress

Stress can manifest itself in numerous ways. Take a look at the cognitive, emotional, physical and behavioral symptoms of stress.

Cognitive Symptoms	Emotional Symptoms
• Memory problems	• Depression
• Concentration issues	• Agitation
• Lack of judgement	• Irritability
• Pessimism	• Loneliness
• Anxiety	• Anxiety
• Constant worrying	• Anger

Physical Symptoms	Behavioral Symptoms
• Aches and pain	• Increase or decrease in appetite
• Diarrhea or constipation	• Over sleeping or not sleeping enough
• Nausea	• Withdrawing socially
• Dizziness	• Ignoring responsibilities
• Chest pain and/or rapid heartbeat	• Consumption of alcohol or cigarettes
• Frequent cold or flu like feelings	• Nervous habits like nail biting, pacing etc.

Tips to Manage Stress

The following tips can help you manage your stress better:

- Note down the different ways in which you can handle the various sources of your stress.
- Remember that you cannot control everything, but you can control how you respond.
- Discuss your feelings, opinions and beliefs rather than reacting angrily, defensively or passively.
- Practice relaxation techniques like meditation, yoga or tai chi when you start feeling stressed.
- Devote a part of your day towards exercise.
- Eat healthy foods like fruits and vegetables. Avoid unhealthy foods especially those containing large amounts of sugar.
- Plan your day so that you can manage your time better, with less stress.
- Say no to people and things when required.
- Schedule time to pursue your hobbies and interests.
- Ensure you get at least 7-8 hours of sleep.
- Reduce your caffeine intake.
- Increase the time spent with family and friends.

Tips

- Force yourself to smile even if you feel stressed. Smiling makes us feel relaxed and happy.
- Stop yourself from feeling and thinking like a victim. Change your attitude and focus on being proactive.

UNIT 6.2: Digital Literacy: A Recap

Unit Objectives

At the end of this unit, you will be able to:

1. Identify the basic parts of a computer.
2. Identify the basic parts of a keyboard.
3. Recall basic computer terminology.
4. Recall the functions of basic computer keys.
5. Discuss the main applications of MS Office.
6. Discuss the benefits of Microsoft Outlook.
7. Discuss the different types of e-commerce.
8. List the benefits of e-commerce for retailers and customers.
9. Discuss how the Digital India campaign will help boost e-commerce in India.
10. Describe how you will sell a product or service on an e-commerce platform.

6.2.1 Computer and Internet basics: Basic Parts of a Computer

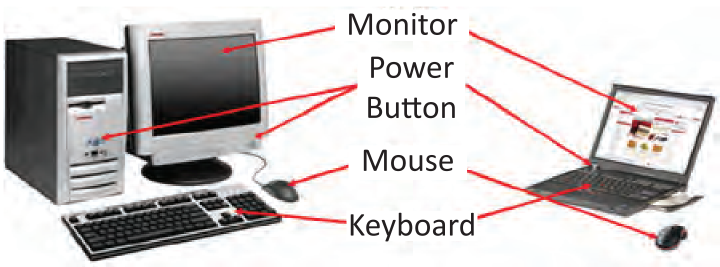


Fig.6.2.1. Parts of a Computer

- **Central Processing Unit (CPU)**: The brain of the computer. It interprets and carries out program instructions.
- **Hard Drive**: A device that stores large amounts of data.
- **Monitor**: The device that contains the computer screen where the information is visually displayed.
- **Mouse**: A hand-held device used to point to items on the monitor.
- **Speakers**: Devices that enable you to hear sound from the computer.
- **Printer**: A device that converts output from a computer into printed paper documents.

Basic Parts of a Keyboard

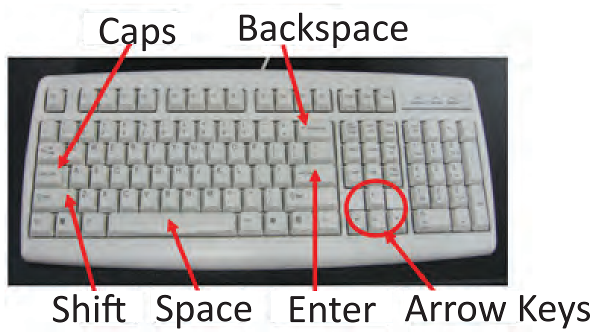


Fig.6.2.2. Parts of a Keyboard

- **Arrow Keys**: Press these keys to move your cursor.
- **Space bar**: Adds a space.
- **Enter/Return**: Moves your cursor to a new line.
- **Shift**: Press this key if you want to type a capital letter or the upper symbol of a key.
- **Caps Lock**: Press this key if you want all the letters you type to be capital letters. Press it again to revert back to typing lowercase letters.
- **Backspace**: Deletes everything to the left of your cursor.

Basic Internet Terms

- **The Internet**: A vast, international collection of computer networks that transfers information.
- **The World Wide Web**: A system that lets you access information on the Internet.
- **Website**: A location on the World Wide Web (and Internet) that contains information about a specific topic.
- **Homepage**: Provides information about a website and directs you to other pages on that website.
- **Link/Hyperlink**: A highlighted or underlined icon, graphic, or text that takes you to another file or object.
- **Web Address/URL**: The address for a website.
- **Address Box**: A box in the browser window where you can type in a web address.

Tips

- When visiting a .com address, there no need to type http:// or even www. Just type the name of the website and then press Ctrl + Enter. (Example: Type 'apple' and press Ctrl + Enter to go to www.apple.com)
- Press the Ctrl key and press the + or - to increase and decrease the size of text.
- Press F5 or Ctrl + R to refresh or reload a web page.

6.2.2 MS Office and Email: About MS Office

MS Office or Microsoft Office is a suite of computer programs developed by Microsoft. Although meant for all users, it offers different versions that cater specifically to students, home users and business users. All the programs are compatible with both, Windows and Macintosh.

Most Popular Office Products

Some of the most popular and universally used MS Office applications are:

- **Microsoft Word**: Allows users to type text and add images to a document.
- **Microsoft Excel**: Allows users to enter data into a spreadsheet and create calculations and graphs.
- **Microsoft PowerPoint**: Allows users to add text, pictures and media and create slideshows and presentations.
- **Microsoft Outlook**: Allows users to send and receive email.
- **Microsoft OneNote**: Allows users to make drawings and notes with the feel of a pen on paper.
- **Microsoft Access**: Allows users to store data over many tables.

Why Choose Microsoft Outlook

A popular email management choice especially in the workplace, Microsoft Outlook also includes an address book, notebook, web browser and calendar. Some major benefits of this program are:

- **Integrated search function**: You can use keywords to search for data across all Outlook programs.
- **Enhanced security**: Your email is safe from hackers, junk mail and phishing website email.
- **Email syncing**: Sync your mail with your calendar, contact list, notes in OneNote and...your phone!
- **Offline access to email**: No Internet? No problem! Write emails offline and send them when you're connected again.

Tips

- Press Ctrl+R as a shortcut method to reply to email.
- Set your desktop notifications only for very important emails.
- Flag messages quickly by selecting messages and hitting the Insert key.
- Save frequently sent emails as a template to reuse again and again.
- Conveniently save important emails as files.

6.2.3 E-Commerce: What is E-Commerce

E-commerce is the buying or selling of goods and services, or the transmitting of money or data, electronically on the internet. E-Commerce is the short form for "electronic commerce."

Examples of E-Commerce

Some examples of e-commerce are:

- Online shopping
- Online auctions
- Online ticketing
- Electronic payments
- Internet banking

Types of E-Commerce

E-commerce can be classified based on the types of participants in the transaction. The main types of e-commerce are:

- **Business to Business (B2B)**: Both the transacting parties are businesses.
- **Business to Consumer (B2C)**: Businesses sell electronically to end-consumers.
- **Consumer to Consumer (C2C)**: Consumers come together to buy, sell or trade items to other consumers.
- **Consumer-to-Business (C2B)**: Consumers make products or services available for purchase to companies looking for exactly those services or products.
- **Business-to-Administration (B2A)**: Online transactions conducted between companies and public administration.
- **Consumer-to-Administration (C2A)**: Online transactions conducted between individuals and public administration.

Benefits of E-Commerce

The e-commerce business provides some benefits for retailers and customers.

Benefits for retailers:

- Establishes an online presence
- Reduces operational costs by removing overhead costs
- Increases brand awareness through the use of good keywords
- Increases sales by removing geographical and time constraints

Benefits for customers:

- Offers a wider range of choice than any physical store
- Enables goods and services to be purchased from remote locations
- Enables consumers to perform price comparisons

Digital India Campaign

Prime Minister Narendra Modi launched the Digital India campaign in 2015, with the objective of offering every citizen of India access to digital services, knowledge and information. The campaign aims to improve the country's online infrastructure and increase internet connectivity, thus boosting the e-commerce industry.

Currently, the majority of online transactions come from tier 2 and tier 3 cities. Once the Digital India campaign is in place, the government will deliver services through mobile connectivity, which will help deliver internet to remote corners of the country. This will help the e-commerce market to enter India's tier 4 towns and rural areas.

E-Commerce Activity

Choose a product or service that you want to sell online. Write a brief note explaining how you will use existing e-commerce platforms, or create a new e-commerce platform, to sell your product or service.

Tips

- Before launching your e-commerce platform, test everything.
- Pay close and personal attention to your social media.

UNIT 6.3: Money Matters

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss the importance of saving money
2. Discuss the benefits of saving money
3. Discuss the main types of bank accounts
4. Describe the process of opening a bank account
5. Differentiate between fixed and variable costs
6. Describe the main types of investment options
7. Describe the different types of insurance products
8. Describe the different types of taxes
9. Discuss the uses of online banking
10. Discuss the main types of electronic funds transfers

6.3.1 Personal Finance – Why to Save: Importance of Saving

We all know that the future is unpredictable. You never know what will happen tomorrow, next week or next year. That's why saving money steadily through the years is so important. Saving money will help improve your financial situation over time. But more importantly, knowing that you have money stashed away for an emergency will give you peace of mind. Saving money also opens the door to many more options and possibilities.

Benefits of Saving

Inculcating the habit of saving leads to a vast number of benefits. Saving helps you:

- **Become financially independent**: When you have enough money saved up to feel secure you can start making your choices, from taking a vacation whenever you want, to switching careers or starting your own business.
- **Invest in yourself through education**: Through saving, you can earn enough to pay up for courses that will add to your professional experience and ultimately result in higher paying jobs.
- **Get out of debt**: Once you have saved enough as a reserve fund, you can use your savings to pay off debts like loans or bills that have accumulated over time.
- **Be prepared for surprise expenses**: Having money saved enables you to pay for unforeseen expenses like sudden car or house repairs, without feeling financially stressed.
- **Pay for emergencies**: Saving helps you deal with emergencies like sudden health issues or emergency trips without feeling financially burdened.

- **Afford large purchases and achieve major goals**: Saving diligently makes it possible to place down payments towards major purchases and goals, like buying a home or a car.
- **Retire**: The money you have saved over the years will keep you comfortable when you no longer have the income you would get from your job.

Tips

- Break your spending habit. Try not spending on one expensive item per week, and put the money that you would have spent into your savings.
- Decide that you will not buy anything on certain days or weeks and stick to your word.

6.3.2 Types of Bank Accounts, Opening a Bank Account: Types of Bank Accounts

In India, banks offer four main types of bank accounts. These are:

- Current Accounts
- Savings Accounts
- Recurring Deposit Accounts
- Fixed Deposit Accounts

Current Accounts

Current accounts offer the most liquid deposits and thus, are best suited for businessmen and companies. As these accounts are not meant for investments and savings, there is no imposed limit on the number or amount of transactions that can be made on any given day. Current account holders are not paid any interest on the amounts held in their accounts. They are charged for certain services offered on such accounts.

Savings Accounts

Savings accounts are meant to promote savings, and are therefore the number one choice for salaried individuals, pensioners and students. While there is no restriction on the number and amount of deposits made, there are usually restrictions on the number and amount of withdrawals. Savings account holders are paid interest on their savings.

Recurring Deposit Accounts

Recurring Deposit accounts, also called RD accounts, are the accounts of choice for those who want to save an amount every month, but are unable to invest a large sum at one time. Such account holders deposit a small, fixed amount every month for a pre-determined period (minimum 6 months). Defaulting on a monthly payment results in the account holder being charged a penalty amount. The total amount is repaid with interest at the end of the specified period.

Fixed Deposit Accounts

Fixed Deposit accounts, also called FD accounts, are ideal for those who wish to deposit their savings for a long term in return for a high rate of interest. The rate of interest offered depends on the amount deposited and the time period, and also differs from bank to bank. In the case of an FD, a certain amount of money is deposited by the account holder for a fixed period of time. The money can be withdrawn when the period expires. If necessary, the depositor can break the fixed deposit prematurely. However, this usually attracts a penalty amount which also differs from bank to bank.

Opening a Bank Account

Opening a bank account is quite a simple process. Take a look at the steps to open an account of your own:

Step 1: Fill in the Account Opening Form

This form requires you to provide the following information:

- Personal details (name, address, phone number, date of birth, gender, occupation, address)
- Method of receiving your account statement (hard copy/email)
- Details of your initial deposit (cash/cheque)
- Manner of operating your account (online/mobile banking/traditional via cheque, slip books)

Ensure that you sign wherever required on the form.

Step 2: Affix your Photograph

Stick a recent photograph of yourself in the allotted space on the form.

Step 3: Provide your Know Your Customer (KYC) Details

KYC is a process that helps banks verify the identity and address of their customers. To open an account, every individual needs to submit certain approved documents with respect to photo identity (ID) and address proof. Some Officially Valid Documents (OVDs) are:

- Passport
- Driving License
- Voters' Identity Card
- PAN Card
- UIDAI (Aadhaar) Card

Step 4: Submit All your Documents

Submit the completed Account Opening Form and KYC documents. Then wait until the forms are processed and your account has been opened!

Tips

- Select the right type of account.
- Fill in complete nomination details.
- Ask about fees.
- Understand the rules.
- Check for online banking – it's convenient!
- Keep an eye on your bank balance.

6.3.3 Costs: Fixed vs Variable: What are Fixed and Variable Costs

Fixed costs and variable costs together make up a company's total cost. These are the two types of costs that companies have to bear when producing goods and services.

A fixed cost does not change with the volume of goods or services a company produces. It always remains the same.

A variable cost, on the other hand, increases and decreases depending on the volume of goods and services produced. In other words, it varies with the amount produced.

Differences Between Fixed and Variable Costs

Let's take a look at some of the main differences between fixed and variable costs:

Criteria	Fixed Costs	Variable Costs
Meaning	A cost that stays the same, regardless of the output produced.	A cost that changes when the output changes.
Nature	Time related.	Volume related.
Incurred	Incurred irrespective of units being produced.	Incurred only when units are produced.
Unit cost	Inversely proportional to the number of units produced.	Remains the same, per unit.
Examples	Depreciation, rent, salary, insurance, tax etc.	Material consumed, wages, commission on sales, packing expenses, etc.

Tips

- When trying to determine whether a cost is fixed or variable, simply ask the following question: Will the particular cost change if the company stopped its production activities? If the answer is no, then it is a fixed cost. If the answer is yes, then it is probably a variable cost.

6.3.4 Investment, Insurance and Taxes: Investment

Investment means that money is spent today with the aim of reaping financial gains at a future time. The main types of investment options are as follows:

- **Bonds:** Bonds are instruments used by public and private companies to raise large sums of money – too large to be borrowed from a bank. These bonds are then issued in the public market and are bought by lenders.
- **Stocks:** Stocks or equity are shares that are issued by companies and are bought by the general public.
- **Small Savings Schemes:** Small Savings Schemes are tools meant to save money in small amounts. Some popular schemes are the Employees Provident Fund, Sukanya Samriddhi Scheme and National Pension Scheme.
- **Mutual Funds:** Mutual Funds are professionally managed financial instruments that invest money in different securities on behalf of investors.
- **Fixed Deposits:** A fixed amount of money is kept aside with a financial institution for a fixed amount of time in return for interest on the money.
- **Real Estate:** Loans are taken from banks to purchase real estate, which is then leased or sold with the aim of making a profit on the appreciated property price.
- **Hedge Funds:** Hedge funds invest in both financial derivatives and/or publicly traded securities.
- **Private Equity:** Private Equity is trading in the shares of an operating company that is not publicly listed and whose shares are not available on the stock market.
- **Venture Capital:** Venture Capital involves investing substantial capital in a budding company in return for stocks in that company.

Insurance

There are two types of insurance – Life Insurance and Non-Life or General Insurance.

Life Insurance

Life Insurance deals with all insurance covering human life.

Life Insurance Products

The main life insurance products are:

- **Term Insurance:** This is the simplest and cheapest form of insurance. It offers financial protection for a specified tenure, say 15 to 20 years. In the case of your death, your family is paid the sum assured. In the case of your surviving the term, the insurer pays nothing.
- **Endowment Policy:** This offers the dual benefit of insurance and investment. Part of the premium is allocated towards the sum assured, while the remaining premium gets invested in equity and debt. It pays a lump sum amount after the specified duration or on the death of the policyholder, whichever is earlier.
- **Unit-Linked Insurance Plan (ULIP):** Here part of the premium is spent on the life cover, while the remaining amount is invested in equity and debt. It helps develop a regular saving habit.

- **Money Back Life Insurance:** While the policyholder is alive, periodic payments of the partial survival benefits are made during the policy tenure. On the death of the insured, the insurance company pays the full sum assured along with survival benefits.
- **Whole Life Insurance:** It offers the dual benefit of insurance and investment. It offers insurance cover for the whole life of the person or up to 100 years whichever is earlier.

General Insurance

General Insurance deals with all insurance covering assets like animals, agricultural crops, goods, factories, cars and so on.

General Insurance Products

The main general insurance products are:

- **Motor Insurance:** This can be divided into Four Wheeler Insurance and Two Wheeler Insurance.
- **Health Insurance:** The main types of health insurance are individual health insurance, family floater health insurance, comprehensive health insurance and critical illness insurance.
- **Travel Insurance:** This can be categorised into Individual Travel Policy, Family Travel Policy, Student Travel Insurance and Senior Citizen Health Insurance.
- **Home Insurance:** This protects the house and its contents from risk.
- **Marine Insurance:** This insurance covers goods, freight, cargo etc. against loss or damage during transit by rail, road, sea and/or air.

Taxes

There are two types of taxes – Direct Taxes and Indirect Taxes.

Direct Tax

Direct taxes are levied directly on an entity or a person and are non-transferrable.

Some examples of Direct Taxes are:

- **Income Tax:** This tax is levied on your earning in a financial year. It is applicable to both, individuals and companies.
- **Capital Gains Tax:** This tax is payable whenever you receive a sizable amount of money. It is usually of two types – short term capital gains from investments held for less than 36 months and long term capital gains from investments held for longer than 36 months.
- **Securities Transaction Tax:** This tax is added to the price of a share. It is levied every time you buy or sell shares.
- **Perquisite Tax:** This tax is levied is on perks that have been acquired by a company or used by an employee.
- **Corporate Tax:** Corporate tax is paid by companies from the revenue they earn.

Indirect Tax

Indirect taxes are levied on goods or services.

Some examples of Indirect Taxes are:

- **Sales Tax:** Sales Tax is levied on the sale of a product.
- **Service Tax:** Service Tax is added to services provided in India.
- **Value Added Tax:** Value Added Tax is levied at the discretion of the state government. The tax is levied on goods sold in the state. The tax amount is decided by the state.
- **Customs Duty & Octroi:** Customs Duty is a charge that is applied on purchases that are imported from another country. Octroi is levied on goods that cross state borders within India.
- **Excise Duty:** Excise Duty is levied on all goods manufactured or produced in India.

Tips

- Think about how quickly you need your money back and pick an investment option accordingly.
- Ensure that you are buying the right type of insurance policy for yourself.
- Remember, not paying taxes can result in penalties ranging from fines to imprisonment.

6.3.5 Online Banking, NEFT, RTGS etc.:

What is Online Banking

Internet or online banking allows account holders to access their account from a laptop at any location. In this way, instructions can be issued. To access an account, account holders simply need to use their unique customer ID number and password.

Internet banking can be used to:

- Find out an account balance
- Transfer amounts from one account to another
- Arrange for the issuance of cheques
- Instruct payments to be made
- Request for a cheque book
- Request for a statement of accounts
- Make a fixed deposit

Electronic Funds Transfers

Electronic funds transfer is a convenient way of transferring money from the comfort of one's own home, using integrated banking tools like internet and mobile banking.

Transferring funds via an electronic gateway is extremely convenient. With the help of online banking, you can choose to:

- Transfer funds into your own accounts of the same bank.
- Transfer funds into different accounts of the same bank.
- Transfer funds into accounts in different banks, using NEFT.
- Transfer funds into other bank accounts using RTGS.
- Transfer funds into various accounts using IMPS.

NEFT

NEFT stands for National Electronic Funds Transfer. This money transfer system allows you to electronically transfer funds from your respective bank accounts to any other account, either in the same bank or belonging to any other bank. NEFT can be used by individuals, firms and corporate organizations to transfer funds between accounts.

In order to transfer funds via NEFT, two things are required:

- A transferring bank
- A destination bank

Before you can transfer funds through NEFT, you will need to register the beneficiary who will be receiving the funds. In order to complete this registration, you will require the following information:

- Recipient's name
- Recipient's account number
- Recipient's bank's name
- Recipient's bank's IFSC code

RTGS

RTGS stands for Real Time Gross Settlement. This is a real time funds transfer system which enables you to transfer funds from one bank to another, in real time or on a gross basis. The transferred amount is immediately deducted from the account of one bank, and instantly credited to the other bank's account. The RTGS payment gateway is maintained by the Reserve Bank of India. The transactions between banks are made electronically.

RTGS can be used by individuals, companies and firms to transfer large sums of money. Before remitting funds through RTGS, you will need to add the beneficiary and his bank account details via your online banking account. In order to complete this registration, you will require the following information:

- Name of the beneficiary
- Beneficiary's account number
- Beneficiary's bank address
- Beneficiary's bank's IFSC code

IMPS

IMPS stands for Immediate Payment Service. This is a real-time, inter-bank, electronic funds transfer system used to transfer money instantly within banks across India. IMPS enables users to make instant electronic transfer payments using mobile phones through both, Mobile Banking and SMS. It can also be used through ATMs and online banking. IMPS is available 24 hours a day and 7 days a week. The system features a secure transfer gateway and immediately confirms orders that have been fulfilled.

To transfer money through IMPS, the you need to:

- Register for IMPS with your bank
- Receive a Mobile Money Identifier (MMID) from the bank
- Receive a MPIN from the bank

Once you have both these, you can login or make a request through SMS to transfer a particular amount to a beneficiary.

For the beneficiary to receive the transferred money, he must:

1. Link his mobile number with his respective account
2. Receive the MMID from the bank

In order to initiate a money transfer through IMPS, you will need to enter the following information:

1. The beneficiary's mobile number
2. The beneficiary's MMID
3. The transfer amount
4. Your MPIN

As soon as money has been deducted from your account and credited into the beneficiary's account, you will be sent a confirmation SMS with a transaction reference number, for future reference.

Differences Between NEFT, RTGS & IMPS

Criteria	NEFT	RTGS	IMPS
Settlement	Done in batches	Real-time	Real-time
Full form	National Electronic Fund Transfer	Real Time Gross Settlement	Immediate Payment Service
Timings on Monday – Friday	8:00 am – 6:30 pm	9:00 am – 4:30 pm	24x7
Timings on Saturday	8:00 am – 1:00 pm	9:00 am – 1:30 pm	24x7
Minimum amount of money transfer limit	₹1	₹2 lacs	₹1
Maximum amount of money transfer limit	₹10 lacs	₹10 lacs per day	₹2 lacs
Maximum charges as per RBI	Upto 10,000 – ₹2.5 above 10,000 – 1 lac – ₹5 above 1 – 2 lacs – ₹15 above 2 – 5 lacs – ₹25 above 5 – 10 lacs – ₹25	above 2 – 5 lacs – ₹25 above 5 – 10 lacs – ₹50	Upto 10,000 – ₹5 above 10,000 – 1 lac – ₹5 above 1 – 2 lacs – ₹15

Tips

- Never click on any links in any e-mail message to access your online banking website.
- You will never be asked for your credit or debit card details while using online banking.
- Change your online banking password regularly.

UNIT 6.4: Preparing for Employment & Self Employment

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss the steps to prepare for an interview
2. Discuss the steps to create an effective Resume
3. Discuss the most frequently asked interview questions
4. Discuss how to answer the most frequently asked interview questions
5. Discuss basic workplace terminology

6.4.1 Interview Preparation: How to Prepare for an Interview

The success of your getting the job that you want depends largely on how well your interview for that job goes. Therefore, before you go in for your interview, it is important that you prepare for it with a fair amount of research and planning. Take a look at the steps to follow in order to be well prepared for an interview:

1. **Research the organization that you are having the interview with.**
   - Studying the company beforehand will help you be more prepared at the time of the interview. Your knowledge of the organization will help you answer questions at the time of the interview, and will leave you looking and feeling more confident. This is sure to make you stand out from other, not as well informed, candidates.
   - Look for background information on the company. Ty and find an overview of the company and its industry profile.
   - Visit the company website to get a good idea of what the company does. A company website offers a wealth of important information. Read and understand the company's mission statement. Pay attention to the company's products/services and client list. Read through any press releases to get an idea of the company's projected growth and stability.
   - Note down any questions that you have after your research has been completed.
2. **Think about whether your skills and qualifications match the job requirements.**
   - Carefully read through and analyze the job description.
   - Make a note of the knowledge, skills and abilities required to fulfill the job requirements.
   - Take a look at the organization hierarchy. Figure out where the position you are applying for fits into this hierarchy.
3. **Go through the most typical interview questions asked, and prepare your responses.**
   - Remember, in most interviews a mix of resume-based, behavioral and case study questions are asked.
   - Think about the kind of answers you would like to provide to typical questions asked in these three areas.
   - Practice these answers until you can express them confidently and clearly.

4. **Plan your attire for the interview.**
    - It is always safest to opt for formal business attire, unless expressly informed to dress in business casual (in which case you should use your best judgement).
    - Ensure that your clothes are clean and well-ironed. Pick neutral colours – nothing too bright or flashy.
    - The shoes you wear should match your clothes, and should be clean and suitable for an interview.
    - Remember, your aim is to leave everyone you meet with the impression that you are a professional and highly efficient person.
5. **Ensure that you have packed everything that you may require during the interview.**
    - Carry a few copies of your resume. Use a good quality paper for your resume print outs.
    - Always take along a notepad and a pen.
    - Take along any information you may need to refer to, in order to fill out an application form.
    - Carry a few samples of your work, if relevant.
6. **Remember the importance of non-verbal communication.**
    - Practice projecting confidence. Remind yourself to smile and make eye contact. Practice giving a firm handshake.
    - Keep in mind the importance of posture. Practice sitting up straight. Train yourself to stop nervous gestures like fidgeting and foot-tapping.
    - Practice keeping your reactions in check. Remember, your facial expressions provide a good insight into your true feelings. Practice projecting a positive image.
7. **Make a list of questions to end the interview with.**
    - Most interviews will end with the interviewer(s) asking if you have any questions. This is your chance to show that you have done your research and are interested in learning more about the company.
    - If the interviewer does not ask you this question, you can inform him/her that you have some queries that you would like to discuss. This is the time for you to refer to the notes you made while studying the company.
    - Some good questions to ask at this point are:
        - o What do you consider the most important criteria for success in this job?
        - o How will my performance be evaluated?
        - o What are the opportunities for advancement?
        - o What are the next steps in the hiring process?
    - Remember, never ask for information that is easily available on the company website.

Tips

- Ask insightful and probing questions.
- When communicating, use effective forms of body language like smiling, making eye contact, and actively listening and nodding. Don't slouch, play with nearby items, fidget, chew gum, or mumble.

6.4.2 Preparing an Effective Resume: How to Create an Effective Resume

A resume is a formal document that lists a candidate's work experience, education and skills. A good resume gives a potential employer enough information to believe the applicant is worth interviewing. That's why it is so important to create a resume that is effective. Take a look at the steps to create an effective resume:

Step 1: Write the Address Section

The Address section occupies the top of your resume. It includes information like your name, address, phone number and e-mail address. Insert a bold line under the section to separate it from rest of your resume.

Example:

Khyati Mehta

Breach Candy, Mumbai – India

Contact No: +91 2223678270

Email: khyati.mehta@gmail.com

Step 2: Add the Profile Summary Section

This part of your resume should list your overall experiences, achievements, awards, certifications and strengths. You can make your summary as short as 2-3 bullet points or as long as 8-10 bullet points.

Example:

Profile Summary

- A Floor Supervisor graduated from University of Delhi having 6 years of experience in managing a retail outlet.
- Core expertise lies in managing retail staff, including cashiers and people working on the floor.

Step 3: Include Your Educational Qualifications

When listing your academic records, first list your highest degree. Then add the second highest qualification under the highest one and so on. To provide a clear and accurate picture of your educational background, it is critical that include information on your position, rank, percentage or CPI for every degree or certification that you have listed.

If you have done any certifications and trainings, you can add a Trainings & Certifications section under your Educational Qualifications section.

Example:

Educational Qualifications

- *<Enter qualification> <enter date of qualification> from <enter name of institute> with <enter percentage or any other relevant scoring system>.*

Step 4: List Your Technical Skills

When listing your technical skills, start with the skills that you are most confident about. Then add the skills that you do not have as good a command over. It is perfectly acceptable to include just one skill, if you feel that particular skill adds tremendous value to your résumé. If you do not have any technical skills, you can omit this step.

Example:

Technical Skills

- *<Enter your technical skill here, if applicable>*

Step 5: Insert Your Academic Project Experience

List down all the important projects that you have worked on. Include the following information in this section:

- Project title
- Contribution
- Organization
- Description
- Platform used

Example:

Academic Projects

Project Title: *<Insert project title>*

Organization: *<Insert the name of the organization for whom you did the project>*

Platform used: *<Insert the platform used, if any>*

Contribution: *<Insert your contribution towards this project>*

Description: *<Insert a description of the project in one line>*

Step 6: List Your Strengths

This is where you list all your major strengths. This section should be in the form of a bulleted list.

Example:

Strengths

- Excellent oral, written and presentation skills
- Action-oriented and result-focused
- Great time management skills

Step 7: List Your Extracurricular Activities

It is very important to show that you have diverse interests and that your life consists of more than academics. Including your extracurricular activities can give you an added edge over other candidates who have similar academic scores and project experiences. This section should be in the form of a bulleted list.

Example:

Extracurricular Activities

- *< Insert your extracurricular activity here. E.g.: Member of ____________, played (name of sport) at ____________ level, won (name of prize/award) for ____________ >*

Step 8: Write Your Personal Details

The last section of your résumé must include the following personal information:

- Date of birth
- Gender & marital status
- Nationality
- Languages known

Example:

Personal Details

- Date of birth: 25th May, 1981
- Gender & marital status: Female, Single
- Nationality: Indian
- Languages known: English, Hindi, Tamil, French

Tips

- Keep your resume file name short, simple and informational.
- Make sure the resume is neat and free from typing errors.
- Always create your resume on plain white paper.

6.4.3 Interview FAQs

Take a look at some of the most frequently asked interview questions, and some helpful tips on how to answer them.

Q1. Can you tell me a little about yourself?

Tips to answer:

- Don't provide your full employment or personal history.
- Offer 2-3 specific experiences that you feel are most valuable and relevant.
- Conclude with how those experiences have made you perfect for this specific role.

Q2. How did you hear about the position?

Tips to answer:

- Tell the interviewer how you heard about the job – whether it was through a friend (name the friend), event or article (name them) or a job portal (say which one).
- Explain what excites you about the position and what in particular caught your eye about this role.

Q3. What do you know about the company?

Tips to answer:

- Don't recite the company's About Us page.
- Show that you understand and care about the company's goals.
- Explain why you believe in the company's mission and values.

Q4. Why do you want this job?

Tips to answer:

- Show that you are passionate about the job.
- Identify why the role is a great fit for you.
- Explain why you love the company.

Q5. Why should we hire you?

Tips to answer:

- Prove through your words that you can not only do the work, but can definitely deliver excellent results.
- Explain why you would be a great fit with the team and work culture.
- Explain why you should be chosen over any other candidate.

Q6. What are your greatest professional strengths?

Tips to answer:

- Be honest – share some of your real strengths, rather than give answers that you think sound good.
- Offer examples of specific strengths that are relevant to the position you are applying for.
- Provide examples of how you've demonstrated these strengths.

Q7. What do you consider to be your weaknesses?

Tips to answer:

- The purpose of this question is to gauge your self-awareness and honesty.
- Give an example of a trait that you struggle with, but that you're working on to improve.

Q8. What are your salary requirements?

Tips to answer:

- Do your research beforehand and find out the typical salary range for the job you are applying for.
- Figure out where you lie on the pay scale based on your experience, education, and skills.
- Be flexible. Tell the interviewer that you know your skills are valuable, but that you want the job and are willing to negotiate.

Q9. What do you like to do outside of work?

Tips to answer:

- The purpose of this question is to see if you will fit in with the company culture.
- Be honest – open up and share activities and hobbies that interest and excite you.

Q10. If you were an animal, which one would you want to be?

Tips to answer:

- The purpose of this question is to see if you are able to think on your feet.
- There's no wrong answer – but to make a great impression try to bring out your strengths or personality traits through your answer.

Q11: What do you think we could do better or differently?

Tips to answer:

- The purpose of this question is to see if you have done your research on the company, and to test whether you can think critically and come up with new ideas.
- Suggest new ideas. Show how your interests and expertise would help you execute these ideas.

Q12: Do you have any questions for us?

Tips to answer:

- Do not ask questions to which the answers can be easily found on the company website or through a quick online search.
- Ask intelligent questions that show your ability to think critically.

Tips

- Be honest and confident while answering.
- Use examples of your past experiences wherever possible to make your answers more impactful.

6.4.4 Work Readiness – Terms & Terminologies: Basic Workplace Terminology

Every employee should be well versed in the following terms:

- **Annual leave:** Paid vacation leave given by employers to employees.
- **Background Check:** A method used by employers to verify the accuracy of the information provided by potential candidates.
- **Benefits:** A part of an employee's compensation package.
- **Breaks:** Short periods of rest taken by employees during working hours.
- **Compensation Package:** The combination of salary and benefits that an employer provides to his/her employees.
- **Compensatory Time (Comp Time):** Time off in lieu of pay.
- **Contract Employee:** An employee who works for one organization that sells said employee's services to another company, either on a project or time basis.
- **Contract of Employment:** When an employee is offered work in exchange for wages or salary, and accepts the offer made by the employer, a contract of employment exists.
- **Corporate Culture:** The beliefs and values shared by all the members of a company, and imparted from one generation of employees to another.
- **Counter Offer/Counter Proposal:** A negotiation technique used by potential candidates to increase the amount of salary offered by a company.
- **Cover Letter:** A letter that accompanies a candidate's resume. It emphasizes the important points in the candidate's resume and provides real examples that prove the candidate's ability to perform the expected job role.
- **Curriculum Vitae (CV)/Resume:** A summary of a candidate's achievements, educational background, work experience, skills and strengths.
- **Declining Letter:** A letter sent by an employee to an employer, turning down the job offer made by the employer to the employee.
- **Deductions:** Amounts subtracted from an employee's pay and listed on the employee's pay slip.
- **Discrimination:** The act of treating one person not as favourably as another person.
- **Employee:** A person who works for another person in exchange for payment.
- **Employee Training:** A workshop or in-house training that an employee is asked to attend by his or her superior, for the benefit of the employer.
- **Employment Gaps:** Periods of unemployed time between jobs.
- **Fixed-Term Contract:** A contract of employment which gets terminated on an agreed-upon date.
- **Follow-Up:** The act of contacting a potential employer after a candidate has submitted his or her resume.
- **Freelancer/Consultant/Independent Contractor:** A person who works for him or herself and pitches for temporary jobs and projects with different employers.
- **Holiday**: Paid time-off from work.
- **Hourly Rate**: The amount of salary or wages paid for 60 minutes of work.

- **Internship**: A job opportunity offered by an employer to a potential employee, called an intern, to work at the employer's company for a fixed, limited time period.
- **Interview**: A conversation between a potential employee and a representative of an employer, in order to determine if the potential employee should be hired.
- **Job Application**: A form which asks for a candidate's information like the candidate's name, address, contact details and work experience. The purpose of a candidate submitting a job application, is to show that candidate's interest in working for a particular company.
- **Job Offer**: An offer of employment made by an employer to a potential employee.
- **Job Search Agent**: A program that enables candidates to search for employment opportunities by selecting criteria listed in the program, for job vacancies.
- **Lay Off**: A lay off occurs when an employee is temporarily let go from his or her job, due to the employer not having any work for that employee.
- **Leave**: Formal permission given to an employee, by his or her employer, to take a leave of absence from work.
- **Letter of Acceptance**: A letter given by an employer to an employee, confirming the offer of employment made by the employer, as well as the conditions of the offer.
- **Letter of Agreement**: A letter that outlines the terms of employment.
- **Letter of Recommendation**: A letter written for the purpose of validating the work skills of a person.
- **Maternity Leave**: Leave taken from work by women who are pregnant, or who have just given birth.
- **Mentor**: A person who is employed at a higher level than you, who offers you advice and guides you in your career.
- **Minimum wage**: The minimum wage amount paid on an hourly basis.
- **Notice**: An announcement made by an employee or an employer, stating that the employment contract will end on a particular date.
- **Offer of Employment**: An offer made by an employer to a prospective employee that contains important information pertaining to the job being offered, like the starting date, salary, working conditions etc.
- **Open-Ended Contract**: A contract of employment that continues till the employer or employee terminates it.
- **Overqualified**: A person who is not suited for a particular job because he or she has too many years of work experience, or a level of education that is much higher than required for the job, or is currently or was previously too highly paid.
- **Part-Time Worker**: An employee who works for fewer hours than the standard number of hours normally worked.
- **Paternity Leave**: Leave granted to a man who has recently become a father.
- **Recruiters/Headhunters/Executive Search Firms**: Professionals who are paid by employers to search for people to fill particular positions.
- **Resigning/Resignations**: When an employee formally informs his or her employer that he or she is quitting his or her job.
- **Self-Employed**: A person who has his or her own business and does not work in the capacity of an employee.
- **Time Sheet**: A form that is submitted to an employer, by an employee, that contains the number of hours worked every day by the employee.

UNIT 6.5: Understanding Entrepreneurship

Unit Objectives

1. Discuss the concept of entrepreneurship.
2. Discuss the importance of entrepreneurship.
3. Describe the characteristics of an entrepreneur.
4. Describe the different types of enterprises.
5. List the qualities of an effective leader.
6. Discuss the benefits of effective leadership.
7. List the traits of an effective team.
8. Discuss the importance of listening effectively.
9. Discuss how to listen effectively.
10. Discuss the importance of speaking effectively.
11. Discuss how to speak effectively.
12. Discuss how to solve problems.
13. List important problem solving traits.
14. Discuss ways to assess problem solving skills.
15. Discuss the importance of negotiation.
16. Discuss how to negotiate.
17. Discuss how to identify new business opportunities.
18. Discuss how to identify business opportunities within your business.
19. Explain the meaning of entrepreneur.
20. Describe the different types of entrepreneurs.
21. List the characteristics of entrepreneurs.
22. Recall entrepreneur success stories.
23. Discuss the entrepreneurial process.
24. Describe the entrepreneurship ecosystem.
25. Discuss the purpose of the Make in India campaign.
26. Discuss key schemes to promote entrepreneurs.
27. Discuss the relationship between entrepreneurship and risk appetite.
28. Discuss the relationship between entrepreneurship and resilience.
29. Describe the characteristics of a resilient entrepreneur.
30. Discuss how to deal with failure.

6.5.1 Concept Introduction, (Characteristic of an Entrepreneur, types of firms / types of enterprises): Entrepreneurs and Entrepreneurship

Anyone who is determined to start a business, no matter what the risk, is an entrepreneur. Entrepreneurs run their own start-up, take responsibility for the financial risks and use creativity, innovation and vast reserves of self-motivation to achieve success. They dream big and are determined to do whatever it takes to turn their idea into a viable offering. The aim of an entrepreneur is to create an enterprise. The process of creating this enterprise is known as entrepreneurship.

Importance of Entrepreneurship

Entrepreneurship is very important for the following reasons:

1. It results in the creation of new organizations
2. It brings creativity into the marketplace
3. It leads to improved standards of living
4. It helps develop the economy of a country

Characteristics of Entrepreneurs

All successful entrepreneurs have certain characteristics in common.

They are all:

- Extremely passionate about their work
- Confident in themselves
- Disciplined and dedicated
- Motivated and driven
- Highly creative
- Visionaries
- Open-minded
- Decisive

Entrepreneurs also have a tendency to:

- Have a high risk tolerance
- Thoroughly plan everything
- Manage their money wisely
- Make their customers their priority
- Understand their offering and their market in detail
- Ask for advice from experts when required
- Know when to cut their losses

Examples of Famous Entrepreneurs

Some famous entrepreneurs are:

- Dhirubhai Ambani (Reliance)
- Dr. Karsanbhai Patel (Nirma)
- Azim Premji (Wipro)
- Anil Agarwal (Vedanta Resources)

Types of Enterprises

As an entrepreneur in India, you can own and run any of the following types of enterprises:

Sole Proprietorship

In a sole proprietorship, a single individual owns, manages and controls the enterprise. This type of business is the easiest to form with respect to legal formalities. The business and the owner have no separate legal existence. All profit belongs to the proprietor, as do all the losses - the liability of the entrepreneur is unlimited.

Partnership

A partnership firm is formed by two or more people. The owners of the enterprise are called partners. A partnership deed must be signed by all the partners. The firm and its partners have no separate legal existence. The profits are shared by the partners. With respect to losses, the liability of the partners is unlimited. A firm has a limited life span and must be dissolved when any one of the partners dies, retires, claims bankruptcy or goes insane.

Limited Liability Partnership (LLP)

In a Limited Liability Partnership or LLP, the partners of the firm enjoy perpetual existence as well as the advantage of limited liability. Each partner's liability is limited to their agreed contribution to the LLP. The partnership and its partners have a separate legal existence.

Tips

- Learn from others' failures.
- Be certain that this is what you want.
- Search for a problem to solve, rather than look for a problem to attach to your idea.

6.5.2 Leadership & Teamwork: Leadership and Leaders

Leadership means setting an example for others to follow. Setting a good example means not asking someone to do something that you wouldn't willingly want to do yourself. Leadership is about figuring out what to do in order to win as a team, and as a company.

Leaders believe in doing the right things. They also believe in helping others to do the right things. An effective leader is someone who:

- Creates an inspiring vision of the future.
- Motivates and inspires his team to pursue that vision.

Leadership Qualities That All Entrepreneurs Need

Building a successful enterprise is only possible if the entrepreneur in charge possesses excellent leadership qualities. Some critical leadership skills that every entrepreneur must have are:

1. **Pragmatism**: This means having the ability to highlight all obstacles and challenges, in order to resolve issues and reduce risks.
2. **Humility**: This means admitting to mistakes often and early, and being quick to take responsibility for your actions. Mistakes should be viewed as challenges to overcome, not opportunities to point blame.
3. **Flexibility**: It is critical for a good leader to be very flexible and quickly adapt to change. It is equally critical to know when to adapt and when not to.
4. **Authenticity**: This means showing both, your strengths and your weaknesses. It means being human and showing others that you are human.
5. **Reinvention**: This means refreshing or changing your leadership style when necessary. To do this, it's important to learn where your leadership gaps lie and find out what resources are required to close them.
6. **Awareness**: This means taking the time to recognize how others view you. It means understanding how your presence affects those around you.

Benefits of Effective Leadership

Effective leadership results in numerous benefits. Great leadership leads to the leader successfully:

- Gaining the loyalty and commitment of the team members
- Motivating the team to work towards achieving the company's goals and objectives
- Building morale and instilling confidence in the team members
- Fostering mutual understanding and team-spirit among team members
- Convincing team members about the need to change when a situation requires adaptability

Teamwork and Teams

Teamwork occurs when the people in a workplace combine their individual skills to pursue a common goal. Effective teams are made up of individuals who work together to achieve this common goal. A great team is one who holds themselves accountable for the end result.

Importance of Teamwork in Entrepreneurial Success

For an entrepreneurial leader, building an effective team is critical to the success of a venture. An entrepreneur must ensure that the team he builds possesses certain crucial qualities, traits and characteristics. An effective team is one which has:

1. **Unity of purpose:** All the team members should clearly understand and be equally committed to the purpose, vision and goals of the team.
2. **Great communication skills:** Team members should have the ability to express their concerns, ask questions and use diagrams, and charts to convey complex information.
3. **The ability to collaborate:** Every member should feel entitled to provide regular feedback on new ideas.
4. **Initiative:** The team should consist of proactive individuals. The members should have the enthusiasm to come up with new ideas, improve existing ideas, and conduct their own research.
5. **Visionary members:** The team should have the ability to anticipate problems and act on these potential problem before they turn into real problems.
6. **Great adaptability skills:** The team must believe that change is a positive force. Change should be seen as the chance to improve and try new things.
7. **Excellent organizational skills:** The team should have the ability to develop standard work processes, balance responsibilities, properly plan projects, and set in place methods to measure progress and ROI.

Tips

- Don't get too attached to your original idea. Allow it to evolve and change.
- Be aware of your weaknesses and build a team that will complement your shortfalls.
- Hiring the right people is not enough. You need to promote or incentivize your most talented people to keep them motivated.
- Earn your team's respect.

6.5.3 Communication Skills: Listening & Speaking: The Importance of Listening Effectively

Listening is the ability to correctly receive and understand messages during the process of communication. Listening is critical for effective communication. Without effective listening skills, messages can easily be misunderstood. This results in a communication breakdown and can lead to the sender and the receiver of the message becoming frustrated or irritated.

It's very important to note that listening is not the same as hearing. Hearing just refers to sounds that you hear. Listening is a whole lot more than that. To listen, one requires focus. It means not only paying attention to the story, but also focusing on how the story is relayed, the way language and voice is used, and even how the speaker uses their body language. The ability to listen depends on how effectively one can perceive and understand both, verbal and non-verbal cues.

How to Listen Effectively

To listen effectively you should:

- Stop talking
- Stop interrupting
- Focus completely on what is being said
- Nod and use encouraging words and gestures
- Be open-minded
- Think about the speaker's perspective
- Be very, very patient
- Pay attention to the tone that is being used
- Pay attention to the speaker's gestures, facial expressions and eye movements
- Not try and rush the person
- Not let the speaker's mannerisms or habits irritate or distract you

The Importance of Speaking Effectively

How successfully a message gets conveyed depends entirely on how effectively you are able to get it through. An effective speaker is one who enunciates properly, pronounces words correctly, chooses the right words and speaks at a pace that is easily understandable. Besides this, the words spoken out loud need to match the gestures, tone and body language used.

What you say, and the tone in which you say it, results in numerous perceptions being formed. A person who speaks hesitantly may be perceived as having low self-esteem or lacking in knowledge of the discussed topic. Those with a quiet voice may very well be labelled as shy. And those who speak in commanding tones with high levels of clarity, are usually considered to be extremely confident. This makes speaking a very critical communication skill.

How to Speak Effectively

To speak effectively you should:

- Incorporate body language in your speech like eye contact, smiling, nodding, gesturing etc.
- Build a draft of your speech before actually making your speech.
- Ensure that all your emotions and feelings are under control.
- Pronounce your words distinctly with the correct pitch and intensity. Your speech should be crystal clear at all times.
- Use a pleasant and natural tone when speaking. Your audience should not feel like you are putting on an accent or being unnatural in any way.
- Use precise and specific words to drive your message home. Ambiguity should be avoided at all costs.
- Ensure that your speech has a logical flow.
- Be brief. Don't add any unnecessary information.
- Make a conscious effort to avoid irritating mannerisms like fidgeting, twitching etc.
- Choose your words carefully and use simple words that the majority of the audience will have no difficulty understanding.
- Use visual aids like slides or a whiteboard.
- Speak slowly so that your audience can easily understand what you're saying. However, be careful not to speak too slowly because this can come across as stiff, unprepared or even condescending.
- Remember to pause at the right moments.

Tips

- If you're finding it difficult to focus on what someone is saying, try repeating their words in your head.
- Always maintain eye contact with the person that you are communicating with, when speaking as well as listening. This conveys and also encourages interest in the conversation.

6.5.4 Problem Solving & Negotiation Skills: What is a Problem

As per The Concise Oxford Dictionary (1995), a problem is, "A doubtful or difficult matter requiring a solution"

All problems contain two elements:

1. Goals
2. Obstacles

The aim of problem solving is to recognize the obstacles and remove them in order to achieve the goals.

How to Solve Problems

Solving a problem requires a level of rational thinking. Here are some logical steps to follow when faced with an issue:

Step 1: Identify the problem

Step 2: Study the problem in detail

Step 3: List all possible solutions

Step 4: Select the best solution

Step 5: Implement the chosen solution

Step 6: Check that the problem has really been solved

Important Traits for Problem Solving

Highly developed problem solving skills are critical for both, business owners and their employees. The following personality traits play a big role in how effectively problems are solved:

- Being open minded
- Being proactive
- Having a positive attitude
- Asking the right questions
- Not panicking
- Focusing on the right problem

How to Assess for Problem Solving Skills

As an entrepreneur, it would be a good idea to assess the level of problem solving skills of potential candidates before hiring them. Some ways to assess this skill are through:

1. **Application forms**: Ask for proof of the candidate's problem solving skills in the application form.
2. **Psychometric tests**: Give potential candidates logical reasoning and critical thinking tests and see how they fare.
3. **Interviews**: Create hypothetical problematic situations or raise ethical questions and see how the candidates respond.
4. **Technical questions**: Give candidates examples of real life problems and evaluate their thought process.

What is Negotiation

Negotiation is a method used to settle differences. The aim of negotiation is to resolve differences through a compromise or agreement while avoiding disputes. Without negotiation, conflicts are likely to lead to resentment between people. Good negotiation skills help satisfy both parties and go a long way towards developing strong relationships.

Why Negotiate

Starting a business requires many, many negotiations. Some negotiations are small while others are critical enough to make or break a startup. Negotiation also plays a big role inside the workplace. As an entrepreneur, you need to know not only know how to negotiate yourself, but also how to train employees in the art of negotiation.

How to Negotiate

Take a look at some steps to help you negotiate:

Step 1: Pre-Negotiation Preparation	Agree on where to meet to discuss the problem, decide who all will be present and set a time limit for the discussion.
Step 2: Discuss the Problem	This involves asking questions, listening to the other side, putting your views forward and clarifying doubts.
Step 3: Clarify the Objective	Ensure that both parties want to solve the same problem and reach the same goal.
Step 4: Aim for a Win-Win Outcome	Try your best to be open minded when negotiating. Compromise and offer alternate solutions to reach an outcome where both parties win.
Step 5: Clearly Define the Agreement	When an agreement has been reached, the details of the agreement should be crystal clear to both sides, with no scope for misunderstandings.
Step 6: Implement the Agreed Upon Solution	Agree on a course of action to set the solution in motion

Tips

- Know exactly what you want before you work towards getting it
- Give more importance to listening and thinking, than speaking
- Focus on building a relationship rather than winning
- Remember that your people skills will affect the outcome
- Know when to walk away – sometimes reaching an agreement may not be possible

6.5.5 Business Opportunities Identification: Entrepreneurs and Opportunities

"The entrepreneur always searches for change, responds to it and exploits it as an opportunity."

Peter Drucker

The ability to identify business opportunities is an essential characteristic of an entrepreneur.

What is an Opportunity

The word opportunity suggests a good chance or a favourable situation to do something offered by circumstances.

A business opportunity means a good or favourable change available to run a specific business in a given environment, at a given point of time.

Common Questions faced by Entrepreneurs

A critical question that all entrepreneurs face is how to go about finding the business opportunity that is right for them.

Some common questions that entrepreneurs constantly think about are:

- Should the new enterprise introduce a new product or service based on an unmet need?
- Should the new enterprise select an existing product or service from one market and offer it in another where it may not be available?
- Should the enterprise be based on a tried and tested formula that has worked elsewhere?

It is therefore extremely important that entrepreneurs must learn how to identify new and existing business opportunities and evaluate their chances of success.

When is an Idea an Opportunity

An idea is an opportunity when:

- It creates or adds value to a customer
- It solves a significant problem, removes a pain point or meets a demand
- Has a robust market and profit margin
- Is a good fit with the founder and management team at the right time and place

Factors to Consider when Looking for Opportunities

Consider the following when looking for business opportunities:

- Economic trends
- Changes in funding
- Changing relationships between vendors, partners and suppliers
- Market trends
- Changes in political support
- Shift in target audience

Ways to Identify new Business Opportunities

1. Identify Market Inefficiencies

   When looking at a market, consider what inefficiencies are present in the market. Think about ways to correct these inefficiencies.

2. Remove Key Hassles

   Rather than create a new product or service, you can innovatively improve a product, service or process.

3. Create Something New

   Think about how you can create a new experience for customers, based on existing business models.

4. Pick a Growing Sector/Industry

   Research and find out which sectors or industries are growing and think about what opportunities you can tap in the same.

5. Think About Product Differentiation

   If you already have a product in mind, think about ways to set it apart from the existing ones.

Ways to Identify Business Opportunities within your Business

1. SWOT Analysis

   An excellent way to identify opportunities inside your business is by creating a SWOT analysis. The acronym SWOT stands for strengths, weaknesses, opportunities, and threats.

   SWOT analysis framework:

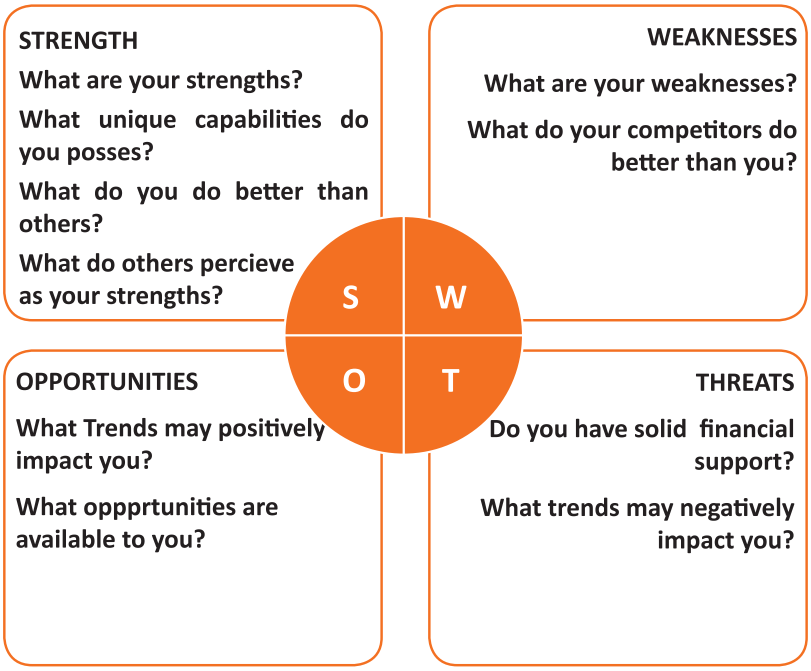


Fig.6.5.1. SWOT Analysis

Consider the following when looking for business opportunities:

By looking at yourself and your competitors using the SWOT framework, you can uncover opportunities that you can exploit, as well as manage and eliminate threats that could derail your success.

2. Establishing Your USP

Establish your USP and position yourself as different from your competitors. Identify why customers should buy from you and promote that reason.

Opportunity Analysis

Once you have identified an opportunity, you need to analyze it.

To analyze an opportunity, you must:

- Focus on the idea
- Focus on the market of the idea
- Talk to industry leaders in the same space as the idea
- Talk to players in the same space as the idea

Tips

- Remember, opportunities are situational.
- Look for a proven track record.
- Avoid the latest craze.
- Love your idea.

6.5.6 Entrepreneurship Support Eco - System: What is an Entrepreneur

An entrepreneur is a person who:

- Does not work for an employee
- Runs a small enterprise
- Assumes all the risks and rewards of the enterprise, idea, good or service

Types of Entrepreneurs

There are four main types of entrepreneurs:

1. **The Traditional Entrepreneur**: This type of entrepreneur usually has some kind of skill – they can be a carpenter, mechanic, cook etc. They have businesses that have been around for numerous years like restaurants, shops and carpenters. Typically, they gain plenty of experience in a particular industry before they begin their own business in a similar field.
2. **The Growth Potential Entrepreneur**: The desire of this type of entrepreneur is to start an enterprise that will grow, win many customers and make lots of money. Their ultimate aim is to eventually sell their enterprise for a nice profit. Such entrepreneurs usually have a science or technical background.
3. **The Project-Oriented Entrepreneur**: This type of entrepreneur generally has a background in the Arts or psychology. Their enterprises tend to be focus on something that they are very passionate about.
4. **The Lifestyle Entrepreneur**: This type of entrepreneur has usually worked as a teacher or a secretary. They are more interested in selling something that people will enjoy, rather than making lots of money.

Characteristics of an Entrepreneur

Successful entrepreneurs have the following characteristics:

- They are highly motivated
- They are creative and persuasive
- They are mentally prepared to handle each and every task
- They have excellent business skills – they know how to evaluate their cash flow, sales and revenue
- They are willing to take great risks
- They are very proactive – this means they are willing to do the work themselves, rather than wait for someone else to do it
- They have a vision – they are able to see the big picture
- They are flexible and open-minded
- They are good at making decisions

Entrepreneur Success Stories

Dhiru Bhai Ambani

Dhirubhai Ambani began his entrepreneurial career by selling “bhajias” to pilgrims in Mount Girnar on weekends. At 16, he moved to Yemen where he worked as a gas-station attendant, and as a clerk in an oil company. He returned to India with Rs. 50,000 and started a textile trading company. Reliance went on to become the first Indian company to raise money in global markets and the first Indian company to feature in Forbes 500 list.

Dr. Karsanbhai Patel

Karsanbhai Patel made detergent powder in the backyard of his house. He sold his product door-to-door and offered a money back guarantee with every pack that was sold. He charged Rs. 3 per kg when the cheapest detergent at that time was Rs.13 per kg. Dr. Patel eventually started Nirma which became a whole new segment in the Indian domestic detergent market.

The Entrepreneurial Process

Let’s take a look at the stages of the entrepreneurial process.

Stage 1: Idea Generation. The entrepreneurial process begins with an idea that has been thought of by the entrepreneur. The idea is a problem that has the potential to be solved.

Stage 2: Germination or Recognition. In this stage a possible solution to the identified problem is thought of.

Stage 3: Preparation or Rationalization. The problem is studied further and research is done to find out how others have tried to solve the same problem.

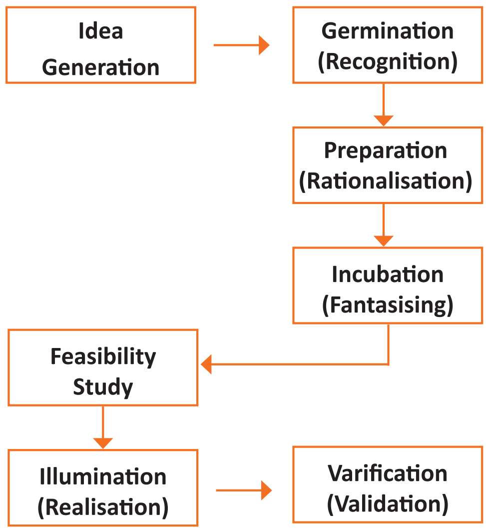
Stage 4: Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.

Stage 5: Feasibility Study: The next step is the creation of a feasibility study to determine if the idea will make a profit and if it should be seen through.

Stage 6: Illumination or Realization. This is when all uncertain areas suddenly become clear. The entrepreneur feels confident that his idea has merit.

Stage 7: Verification or Validation. In this final stage, the idea is verified to see if it works and if it is useful.

Take a look at the diagram below to get a better idea of this process.



Introduction to the Entrepreneurship Ecosystem

The entrepreneurship support ecosystem signifies the collective and complete nature of entrepreneurship. New companies emerge and flourish not only because of the courageous, visionary entrepreneurs who launch them, but they thrive as they are set in an environment or 'ecosystem' made of private and public participants. These players nurture and sustain the new ventures, facilitating the entrepreneurs' efforts.

An entrepreneurship ecosystem comprises of the following six domains:

1. **Favourable Culture:** This includes elements such as tolerance of risk and errors, valuable networking and positive social standing of the entrepreneur.
2. **Facilitating Policies & Leadership:** This includes regulatory framework incentives and existence of public research institutes.
3. **Financing Options:** Angel financing, venture capitalists and micro loans would be good examples of this.
4. **Human Capital:** This refers to trained and untrained labour, entrepreneurs and entrepreneurship training programmes, etc.
5. **Conducive Markets for Products & Services:** This refers to an existence or scope of existence of a market for the product/service.
6. **Institutional & Infrastructural Support:** This includes legal and financing advisers, telecommunications, digital and transportation infrastructure, and entrepreneurship networking programmes.

These domains indicate whether there is a strong entrepreneurship support ecosystem and what actions should the government put in place to further encourage this ecosystem. The six domains and their various elements have been graphically depicted.

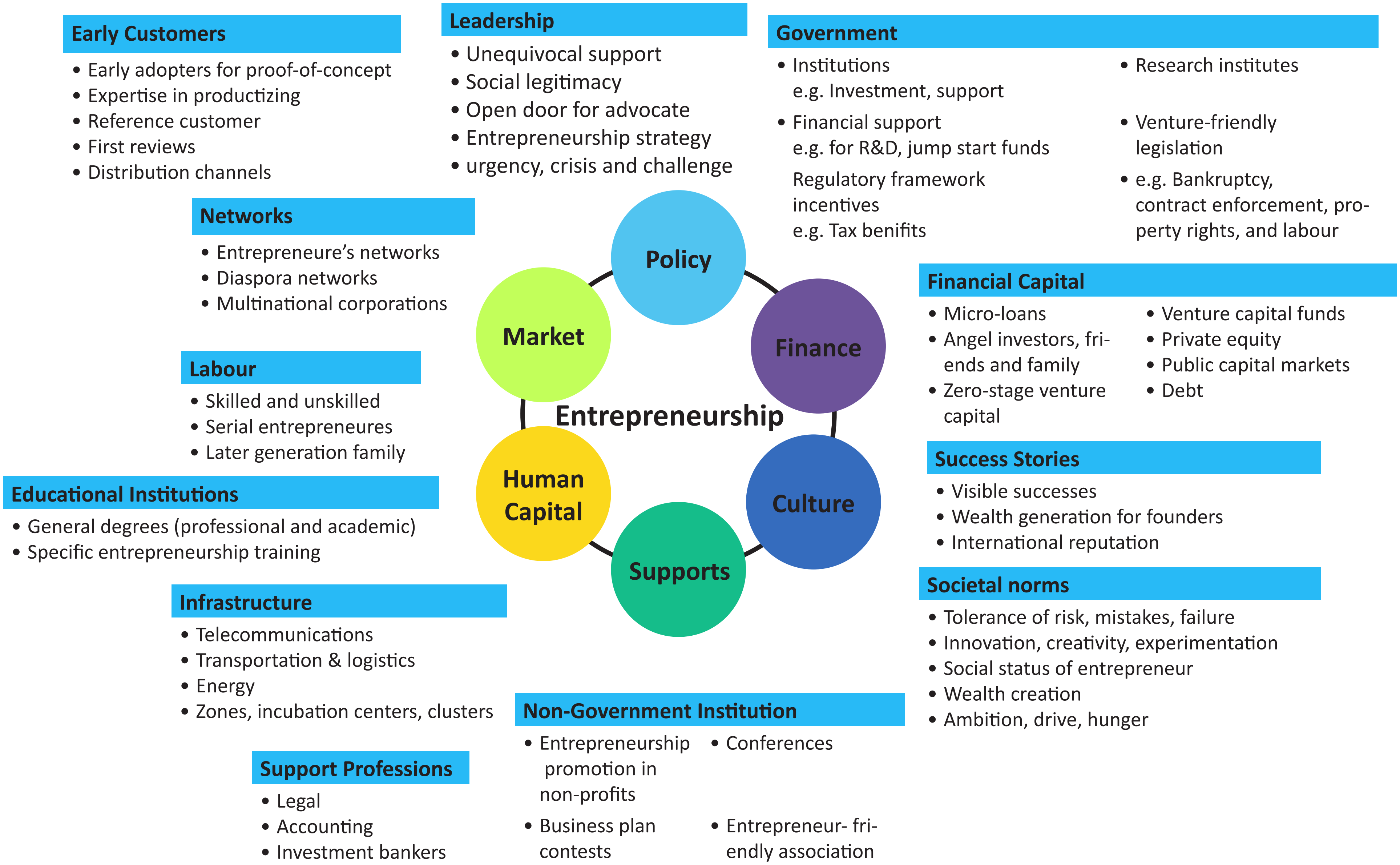


Fig.6.5.2. Entrepreneurship at a Glance

Every entrepreneurship support ecosystem is unique and all the elements of the ecosystem are interdependent. Although every region's entrepreneurship ecosystem can be broadly described by the above features, each ecosystem is the result of the hundred elements interacting in highly complex and particular ways.

Entrepreneurship ecosystems eventually become (largely) self-sustaining. When the six domains are resilient enough, they are mutually beneficial. At this point, government involvement can and should be significantly minimized. Public leaders do not need to invest a lot to sustain the ecosystem. It is imperative that the entrepreneurship ecosystem incentives are formulated to be self-liquidating, hence focusing on sustainability of the environment.

Make in India Campaign

Every entrepreneur has certain needs. Some of their important needs are:

- To easily get loans
- To easily find investors
- To get tax exemptions
- To easily access resources and good infrastructure
- To enjoy a procedure that is free of hassles and is quick
- To be able to easily partner with other firms

The Make in India campaign, launched by Prime Minister Modi aims to satisfy all these needs of young, aspiring entrepreneurs. Its objective is to:

- Make investment easy
- Support new ideas
- Enhance skill development
- Safeguard the ideas of entrepreneurs
- Create state-of-the-art facilities for manufacturing goods

Key Schemes to Promote Entrepreneurs

The government offers many schemes to support entrepreneurs. These schemes are run by various Ministries/Departments of Government of India to support First Generation Entrepreneurs. Take a look at a few key schemes to promote entrepreneurship:

Sl.	Name of the Scheme
1.	Pradhan Mantri MUDRA Yojana - Micro Units Development and Refinance Agency (MUDRA),
2.	STAND UP INDIA
3.	Prime Minister Employment Generation Programme (PMEGP)
4.	International Cooperation
5.	Performance and Credit Rating
6.	Marketing Assistance Scheme
7.	Reimbursement of Registration Fee for Bar Coding
8.	Enable Participation of MSMEs in State/District level Trade Fairs and Provide Funding Support

9. Capital Subsidy Support on Credit for Technology up gradation
10. Credit Guarantee Fund for Micro and Small Enterprise (CGFMSE)
11. Reimbursement of Certification Fees for Acquiring ISO Standards
12. Agricultural Marketing
13. Small Agricultural Marketing
14. Mega Food Park
15. Adivasi Mahila Sashaktikaran Yojana

1. **Pradhan Mantri MUDRA Yojana**, - Micro Units Development and Refinance Agency (MUDRA),

   Description

   Under the aegis support of Pradhan Mantri MUDRA Yojana, MUDRA has already created its initial products/schemes. The interventions have been named 'Shishu', 'Kishor' and 'Tarun' to signify the stage of growth/development and funding needs of the beneficiary micro unit/entrepreneur and also provide a reference point for the next phase of graduation/ growth to look forward to:

   a. Shishu: Covering loans upto Rs.50,000/-
   b. Kishor: Covering loans above Rs. 50,000/- and upto Rs.5 lakh
   c. Tarun: Covering loans above Rs. 5 lakh to Rs.10 lakh

   Who can apply?

   Any Indian citizen who has a business plan for a non-farm sector income generating activity such as manufacturing, processing, trading or service sector and whose credit need is less than Rs.10 lakh can approach either a Bank, MFI, or NBFC for availing of MUDRA loans under Pradhan Mantri Mudra Yojana (PMMY).

2. **Stand Up India**

   Description

   The objective of the Standup India scheme is to facilitate bank loans between Rs.10 lakh and Rs.1 crore to at least one Schedule Caste (SC) or Scheduled Tribe (ST) borrower and at least one woman borrower per bank branch for setting up a Greenfield enterprise. This enterprise may be in manufacturing, services or the trading sector. In case of non-Individual enterprises at least 51% of the shareholding and controlling stake should be held be either an SC/ST or Woman Entrepreneur.

   Who can apply?

   ST, SC &Women

3. **Prime Minister Employment Generation Programme (PMEGP)**

   Description

   The Scheme is implemented by Khadi and Village Industries Commission (KVIC), as the nodal agency at the National level. At the State level, the Scheme is implemented through State KVIC Directorates, State Khadi and Village Industries Boards (KVIBs) and District Industries Centres (DICs) and banks. The Government subsidy under the Scheme is routed by KVIC through identified banks for eventual distribution to the beneficiaries/entrepreneurs in their bank accounts.

Nature of assistance

The maximum cost of the project/unit admissible under manufacturing sector is Rs.25 lakh and under business/service sector is Rs.10 lakh. Levels of funding under PMEGP

Categories of beneficiaries under PMEGP	Beneficiary's contribution (of project cost)	Rate of Subsidy (of project cost)
Area (location of project/unit)		Urban Rural
General Category	10%	15% 25%
Special (including SC / ST / OBC / Minorities / Women, Ex-servicemen, Physically handicapped, NER, Hill and Border areas, etc.	05%	25% 35%

The balance amount of the total project cost will be provided by Banks as term loan as well as working capital.

Who can apply?

Any individual, above 18 years of age. At least VIII standard pass for projects costing above Rs.10 lakh in the manufacturing sector and above Rs.5 lakh in the business/ service sector. Only new projects are considered for sanction under PMEGP. Self Help Groups (including those belonging to BPL provided that they have not availed benefits under any other Scheme), Institutions registered under Societies Registration Act,1860; Production Co-operative Societies, and Charitable Trusts are also eligible. Existing Units (under PMRY, REGP or any other scheme of Government of India or State Government) and the units that have already availed Government Subsidy under any other scheme of Government of India or State Government are NOT eligible.

4. **International Cooperation**

Description

The Scheme would cover the following activities:

a. Deputation of MSME business delegations to other countries for exploring new areas of technology infusion/upgradation, facilitating joint ventures, improving market of MSMEs products, foreign collaborations, etc.

b. Participation by Indian MSMEs in international exhibitions, trade fairs and buyer-seller meets in foreign countries as well as in India, in which there is international participation.

c. Holding international conferences and seminars on topics and themes of interest to the MSME.

Nature of assistance

IC Scheme provides financial assistance towards the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise.

Who can apply?

a. State/Central Government Organisations;

b. Industry/Enterprise Associations; and

c. Registered Societies/Trusts and Organisations associated with the promotion and development of MSMEs

5. **Performance and Credit Rating for Micro and Small Enterprises**

Description

The objective of the Scheme is to create awareness amongst micro & small enterprises about the strengths and weaknesses of their operations and also their credit worthiness.

Nature of assistance

Turn Over	Fee to be reimbursed by Ministry of MSME
Up to Rs.50 lacs	75% of the fee charged by the rating agency subject to a ceiling Rs.15,000/-
Above Rs.50 lacs to Rs.200 lacs	75% of the fee charged by the rating agency subject to a ceiling of Rs.30,0001-
Above Rs.200 lacs	75% of the fee charged by the rating agency subject to a ceiling of Rs.40,000/-

Who can apply?

Any enterprise registered in India as a micro or small enterprise is eligible to apply.

6. **Marketing Assistance Scheme**

Description

The assistance is provided for the following activities:

a. Organizing exhibitions abroad and participation in international exhibitions/trade fairs

b. Co-sponsoring of exhibitions organized by other organisations/industry associations/ agencies

c. Organizing buyer-seller meets, intensive campaigns and marketing promotion events

Nature of assistance

Financial assistance of up to 95% of the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise. Financial assistance for co-sponsoring would be limited to 40% of the net expenditure, subject to maximum amount of Rs.5 lakh.

Who can apply?

MSMEs, Industry Associations and other organizations related to MSME sector.

7. **Reimbursement of Registration Fee for Bar Coding**

Description

The financial assistance is provided towards 75% reimbursement of only one-time registration fee and 75% of annual recurring fee for first three years paid by MSEs to GS1 India for using bar coding.

Nature of assistance

Funding support for reimbursement of 75% of one time and recurring bar code registration fees.

Who can apply?

All MSMEs with EM registration.

8. **Enabling Participation of MSMEs in State/District Level Trade Fairs and Provide Funding Support**

Description

Provide marketing platform to manufacturing MSMEs by enabling their participation in state/district level exhibitions being organized by state/district authorities/associations.

Nature of assistance

1. Free registration for participating in trade fairs

Note: *The selection of participants would be done by the MSME-DIs post the submission of application.*

2. Reimbursement of 50% of to and fro actual fare by shortest distance/direct train (limited to AC II tier class) from the nearest railway station/bus fare to the place of exhibition and 50% space rental charges for MSMEs (General category entrepreneurs).

3. For Women/SC/ST entrepreneurs & entrepreneurs from North Eastern Region Govt. of India will reimburse 80% of items listed above in Point (2).

Note: The total reimbursement will be max. Rs.30,000/- per unit for the SC/ST/Women/ Physically Handicapped entrepreneurs, while for the other units the max. limit will be Rs.20,000/- per person per MSME unit.

Note: *The participant is required to submit follow-up proofs post attending the event to claim reimbursement. The proofs can be submitted after logging in online under the section "My Applications" or directly contacting a DI office.*

Who can apply?

All MSMEs with EM registration.

9. Capital Subsidy Support on Credit for Technology Upgradation

Description

MSMEs can get a capital subsidy (~15%) on credit availed for technology upgradation.

Nature of assistance

Financial assistance for availing credit and loan.

Who can apply?

1. Banks and financial institutions can apply to DC-MSME for availing support.

2. MSMEs need to directly contact the respective banks for getting credit and capital subsidy.

How to apply?

If you are a financial institution, click on the "Apply Now" button or else you can also directly contact the Office of DC-MSME. You can view the contact details of Office of DC-MSME. If you are an MSME, directly contact the respective banks/financial institutions as listed in the scheme guidelines.

10. Provision of Collateral Free Credit for MSMEs

Description

Banks and financial institutions are provided funding assistance under this scheme so that they can in turn lend collateral free credit to MSMEs.

Nature of assistance

Funding support to banks and financial institutions for lending collateral-free credit to MSMEs.

Who can apply?

Banks and financial institutions can apply to office of DC-MSME/MSME-DIs for availing support. MSMEs need to directly contact the respective banks for getting credit.

11. **Reimbursement of certification fees for acquiring ISO standards**

ISO 9000/ISO 14001 Certification Reimbursement.

Description

The GoI assistance will be provided for one-time reimbursement of expenditure to such MSME manufacturing units which acquire ISO 18000/ISO 22000/ISO 27000 certification.

Nature of assistance

Reimbursement of expenditure incurred on acquiring ISO standards.

Who can apply?

MSMEs with EM registration.

12. **Agricultural Marketing**

    Description

    A capital investment subsidy for construction/renovation of rural godowns.

    Creation of scientific storage capacity and prevention of distress sale.

    Nature of assistance

    Subsidy @ 25% to farmers, 15% of project cost to companies.

    Who can apply

    NGOs, SHGs, companies, co-operatives.

13. **Small Agricultural Marketing**

    Description

    Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs

    Farmers' Agriculture Business Consortium

    Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs.

    Nature of assistance

    Financial assistance with a ceiling of Rs.5 lakh.

    Who can apply

    Individuals, farmers, producer groups, partnership/propriety firms, SGHs, agri-preneurs, etc.

14. **Mega Food Park**

    Description

    Mechanism to link agricultural production and market to maximize value addition, enhance farmers income, create rural employment.

    Nature of assistance

    One-time capital grant of 50% of project cost with a limit of Rs.50 crore.

    Who can apply

    Farmers, farmer groups, SHGs.

15. **Adivasi Mahila Sashaktikaran Yojana**

    Description

    Concessional scheme for the economic development of ST women.

    Nature of assistance

    Term loan at concessional rates upto 90% of cost of scheme.

    Who can apply

    Scheduled Tribes Women.

Tips

- Research the existing market, network with other entrepreneurs, venture capitalists, angel investors, and thoroughly review the policies in place to enable your entrepreneurship.
- Failure is a stepping stone and not the end of the road. Review yours and your peers' errors and correct them in your future venture.
- Be proactive in your ecosystem. Identify the key features of your ecosystem and enrich them to ensure self-sustainability of your entrepreneurship support ecosystem.

6.5.7 Risk Appetite & Resilience: Entrepreneurship and Risk

Entrepreneurs are inherently risk takers. They are path-makers not path-takers. Unlike a normal, cautious person, an entrepreneur would not think twice about quitting his job (his sole income) and taking a risk on himself and his idea.

An entrepreneur is aware that while pursuing his dreams, assumptions can be proven wrong and unforeseen events may arise. He knows that after dealing with numerous problems, success is still not guaranteed. Entrepreneurship is synonymous with the ability to take risks. This ability, called risk-appetite, is an entrepreneurial trait that is partly genetic and partly acquired.

What is Risk Appetite

Risk appetite is defined as the extent to which a company is equipped to take risk, in order to achieve its objectives. Essentially, it refers to the balance, struck by the company, between possible profits and the hazards caused by changes in the environment (economic ecosystem, policies, etc.). Taking on more risk may lead to higher rewards but have a high probability of losses as well. However, being too conservative may go against the company as it can miss out on good opportunities to grow and reach their objectives.

The levels of risk appetite can be broadly categorized as "low", "medium" and "high." The company's entrepreneur(s) have to evaluate all potential alternatives and select the option most likely to succeed. Companies have varying levels of risk appetites for different objectives. The levels depend on:

- The type of industry
- Market pressures
- Company objectives

For example, a startup with a revolutionary concept will have a very high risk appetite. The startup can afford short term failures before it achieves longer term success. This type of appetite will not remain constant and will be adjusted to account for the present circumstances of the company.

Risk Appetite Statement

Companies have to define and articulate their risk appetite in sync with decisions made about their objectives and opportunities. The point of having a risk appetite statement is to have a framework that clearly states the acceptance and management of risk in business. It sets risk taking limits within the company. The risk appetite statement should convey the following:

- The nature of risks the business faces.
- Which risks the company is comfortable taking on and which risks are unacceptable.
- How much risk to accept in all the risk categories.
- The desired tradeoff between risk and reward.
- Measures of risk and methods of examining and regulating risk exposures.

Entrepreneurship and Resilience

Entrepreneurs are characterized by a set of qualities known as resilience. These qualities play an especially large role in the early stages of developing an enterprise. Risk resilience is an extremely valuable characteristic as it is believed to protect entrepreneurs against the threat of challenges and changes in the business environment.

What is Entrepreneurial Resilience

Resilience is used to describe individuals who have the ability to overcome setbacks related to their life and career aspirations. A resilient person is someone who is capable of easily and quickly recovering from setbacks. For the entrepreneur, resilience is a critical trait. Entrepreneurial resilience can be enhanced in the following ways:

- By developing a professional network of coaches and mentors
- By accepting that change is a part of life
- By viewing obstacles as something that can be overcome

Characteristics of a Resilient Entrepreneur

The characteristics required to make an entrepreneur resilient enough to go the whole way in their business enterprise are:

- A strong internal sense of control
- Strong social connections
- Skill to learn from setbacks
- Ability to look at the bigger picture
- Ability to diversify and expand
- Survivor attitude
- Cash-flow conscious habits
- Attention to detail

Tips

- Cultivate a great network of clients, suppliers, peers, friends and family. This will not only help you promote your business, but will also help you learn, identify new opportunities and stay tuned to changes in the market.
- Don’t dwell on setbacks. Focus on what the you need to do next to get moving again.
- While you should try and curtail expenses, ensure that it is not at the cost of your growth.

6.5.8 Success & Failures: Understanding Successes and Failures in Entrepreneurship

Shyam is a famous entrepreneur, known for his success story. But what most people don't know, is that Shyam failed numerous times before his enterprise became a success. Read his interview to get an idea of what entrepreneurship is really about, straight from an entrepreneur who has both, failed and succeeded.

Interviewer: Shyam, I have heard that entrepreneurs are great risk-takers who are never afraid of failing. Is this true?

Shyam: Ha ha, no of course it's not true! Most people believe that entrepreneurs need to be fearlessly enthusiastic. But the truth is, fear is a very normal and valid human reaction, especially when you are planning to start your own business! In fact, my biggest fear was the fear of failing. The reality is, entrepreneurs fail as much as they succeed. The trick is to not allow the fear of failing to stop you from going ahead with your plans. Remember, failures are lessons for future success!

Interviewer: What, according to you, is the reason that entrepreneurs fail?

Shyam: Well, there is no one single reason why entrepreneurs fail. An entrepreneur can fail due to numerous reasons. You could fail because you have allowed your fear of failure to defeat you. You could fail because you are unwilling to delegate (distribute) work. As the saying goes, "You can do anything, but not everything!" You could fail because you gave up too easily – maybe you were not persistent enough. You could fail because you were focusing your energy on small, insignificant tasks and ignoring the tasks that were most important. Other reasons for failing are partnering with the wrong people, not being able to sell your product to the right customers at the right time at the right price... and many more reasons!

Interviewer: As an entrepreneur, how do you feel failure should be looked at?

Shyam: I believe we should all look at failure as an asset, rather than as something negative. The way I see it, if you have an idea, you should try to make it work, even if there is a chance that you will fail. That's because not trying is failure right there, anyway! And failure is not the worst thing that can happen. I think having regrets because of not trying, and wondering 'what if' is far worse than trying and actually failing.

Interviewer: How did you feel when you failed for the first time?

Shyam: I was completely heartbroken! It was a very painful experience. But the good news is, you do recover from the failure. And with every subsequent failure, the recovery process gets a lot easier. That's because you start to see each failure more as a lesson that will eventually help you succeed, rather than as an obstacle that you cannot overcome. You will start to realize that failure has many benefits.

Interviewer: Can you tell us about some of the benefits of failing?

Shyam: One of the benefits that I have experienced personally from failing is that the failure made me see things in a new light. It gave me answers that I didn't have before. Failure can make you a lot stronger. It also helps keep your ego in control.

Interviewer: What advice would you give entrepreneurs who are about to start their own enterprises?

Shyam: I would tell them to do their research and ensure that their product is something that is actually wanted by customers. I'd tell them to pick their partners and employees very wisely and cautiously. I'd tell them that it's very important to be aggressive – push and market your product as aggressively as possible. I would warn them that starting an enterprise is very expensive and that they should be prepared for a situation where they run out of money.

I would tell them to create long term goals and put a plan in action to achieve that goal. I would tell them to build a product that is truly unique. Be very careful and ensure that you are not copying another startup. Lastly, I'd tell them that it's very important that they find the right investors.

Interviewer: That's some really helpful advice, Shyam! I'm sure this will help all entrepreneurs to be more prepared before they begin their journey! Thank you for all your insight!

Tips

- Remember that nothing is impossible.
- Identify your mission and your purpose before you start.
- Plan your next steps – don't make decisions hastily.

UNIT 6.6: Preparing to be an Entrepreneur

Unit Objectives

At the end of this unit, you will be able to:

1. Discuss how market research is carried out.
2. Describe the 4 Ps of marketing.
3. Discuss the importance of idea generation.
4. Recall basic business terminology.
5. Discuss the need for CRM.
6. Discuss the benefits of CRM.
7. Discuss the need for networking.
8. Discuss the benefits of networking.
9. Discuss the importance of setting goals.
10. Differentiate between short-term, medium-term and long-term goals.
11. Discuss how to write a business plan.
12. Explain the financial planning process.
13. Discuss ways to manage your risk.
14. Describe the procedure and formalities for applying for bank finance.
15. Discuss how to manage your own enterprise.
16. List important questions that every entrepreneur should ask before starting an enterprise.

6.6.1 Market Study / The 4 Ps of Marketing / Importance of an IDEA: Understanding Market Research

Market research is the process of gathering, analyzing and interpreting market information on a product or service that is being sold in that market. It also includes information on:

- Past, present and prospective customers
- Customer characteristics and spending habits
- The location and needs of the target market
- The overall industry
- Relevant competitors

Market research involves two types of data:

- Primary information. This is research collected by yourself or by someone hired by you.
- Secondary information. This is research that already exists and is out there for you to find and use.

Primary research

Primary research can be of two types:

- Exploratory: This is open-ended and usually involves detailed, unstructured interviews.
- Specific: This is precise and involves structured, formal interviews. Conducting specific research is the more expensive than conducting exploratory research.

Secondary research

Secondary research uses outside information. Some common secondary sources are:

- Public sources: These are usually free and have a lot of good information. Examples are government departments, business departments of public libraries etc.
- Commercial sources: These offer valuable information but usually require a fee to be paid. Examples are research and trade associations, banks and other financial institutions etc.
- Educational institutions: These offer a wealth of information. Examples are colleges, universities, technical institutes etc.

The 4 Ps of Marketing

The 4 Ps of marketing are Product, Price, Promotion and Place. Let's look at each of these 4 Ps in detail.

Product

A product can be:

- A tangible good
- An intangible service

Whatever your product is, it is critical that you have a clear understanding of what you are offering, and what its unique characteristics are, before you begin with the marketing process.

Some questions to ask yourself are:

- What does the customer want from the product/service?
- What needs does it satisfy?
- Are there any more features that can be added?
- Does it have any expensive and unnecessary features?
- How will customers use it?
- What should it be called?
- How is it different from similar products?
- How much will it cost to produce?
- Can it be sold at a profit?

Price

Once all the elements of Product have been established, the Price factor needs to be considered. The Price of a Product will depend on several factors such as profit margins, supply, demand and the marketing strategy.

Some questions to ask yourself are:

- What is the value of the product/service to customers?
- Do local products/services have established price points?
- Is the customer price sensitive?
- Should discounts be offered?
- How is your price compared to that of your competitors?

Promotion

Once you are certain about your Product and your Price, the next step is to look at ways to promote it. Some key elements of promotion are advertising, public relations, social media marketing, email marketing, search engine marketing, video marketing and more.

Some questions to ask yourself are:

- Where should you promote your product or service?
- What is the best medium to use to reach your target audience?
- When would be the best time to promote your product?
- How are your competitors promoting their products?

Place

According to most marketers, the basis of marketing is about offering the right product, at the right price, at the right place, at the right time. For this reason, selecting the best possible location is critical for converting prospective clients into actual clients.

Some questions to ask yourself are:

- Will your product or service be looked for in a physical store, online or both?
- What should you do to access the most appropriate distribution channels?
- Will you require a sales force?
- Where are your competitors offering their products or services?
- Should you follow in your competitors' footsteps?
- Should you do something different from your competitors?

Importance of an IDEA

Ideas are the foundation of progress. An idea can be small or ground-breaking, easy to accomplish or extremely complicated to implement. Whatever the case, the fact that it is an idea gives it merit. Without ideas, nothing is possible. Most people are afraid to speak out their ideas, out for fear of being ridiculed. However, if are an entrepreneur and want to remain competitive and innovative, you need to bring your ideas out into the light.

Some ways to do this are by:

- Establishing a culture of brainstorming where you invite all interested parties to contribute
- Discussing ideas out loud so that people can add their ideas, views, opinions to them
- Being open minded and not limiting your ideas, even if the idea who have seems ridiculous
- Not discarding ideas that you don't work on immediately, but instead making a note of them and shelving them so they can be revisited at a later date

Tips

- Keep in mind that good ideas do not always have to be unique.
- Remember that timing plays a huge role in determining the success of your idea.
- Situations and circumstances will always change, so be flexible and adapt your idea accordingly.

6.6.2 Business Entity Concepts: Basic Business Terminology

If your aim is to start and run a business, it is crucial that you have a good understanding of basic business terms. Every entrepreneur should be well versed in the following terms:

- Accounting: A systematic method of recording and reporting financial transactions.
- Accounts payable: Money owed by a company to its creditors.
- Accounts Receivable: The amount a company is owed by its clients.
- Assets: The value of everything a company owns and uses to conduct its business.
- Balance Sheet: A snapshot of a company's assets, liabilities and owner's equity at a given moment.
- Bottom Line: The total amount a business has earned or lost at the end of a month.
- Business: An organization that operates with the aim of making a profit.
- Business to Business (B2B): A business that sells goods or services to another business.
- Business to Consumer (B2C): A business that sells goods or services directly to the end user.
- Capital: The money a business has in its accounts, assets and investments. The two main types of capital are debt and equity.
- Cash Flow: The overall movement of funds through a business each month, including income and expenses.
- Cash Flow Statement: A statement showing the money that entered and exited a business during a specific period of time.
- Contract: A formal agreement to do work for pay.
- Depreciation: The degrading value of an asset over time.
- Expense: The costs that a business incurs through its operations.
- Finance: The management and allocation of money and other assets.
- Financial Report: A comprehensive account of a business' transactions and expenses.
- Fixed Cost: A one-time expense.
- Income Statement (Profit and Loss Statement): Shows the profitability of a business during a period of time.
- Liabilities: The value of what a business owes to someone else.
- Marketing: The process of promoting, selling and distributing a product or service.
- Net Income/Profit: Revenues minus expenses.
- Net Worth: The total value of a business.
- Payback Period: The amount of time it takes to recover the initial investment of a business.
- Profit Margin: The ratio of profit, divided by revenue, displayed as a percentage.
- Return on Investment (ROI): The amount of money a business gets as return from an investment.

- Revenue: The total amount of income before expenses are subtracted.
- Sales Prospect: A potential customer.
- Supplier: A provider of supplies to a business.
- Target Market: A specific group of customers at which a company's products and services are aimed.
- Valuation: An estimate of the overall worth of the business.
- Variable Cost: Expenses that change in proportion to the activity of a business.
- Working Capital: Calculated as current assets minus current liabilities.
- Business Transactions: There are three types of business transactions. These are:
    - Simple Transactions – Usually a single transaction between a vendor and a customer. For example: Buying a cup of coffee.
    - Complex Transactions – These transactions go through a number of events before they can be completed. For example: Buying a house.
    - Ongoing transactions – These transactions usually require a contract. For example: Contract with a vendor.

Basic Accounting Formulas

Take a look some important accounting formulas that every entrepreneur needs to know.

1. The Accounting Equation: This is value of everything a company owns and uses to conduct its business.

   Formula:

   Assets = Liability + Owner's Equity

2. Net Income: This is the profit of the company.

   Formula:
   Net Income = Revenues – Expenses

3. Break-Even Point: This is the point at which the company will not make a profit or a loss. The total cost and total revenues are equal.

   Formula:
   Break-Even = Fixed Costs/Sales Price – Variable Cost per Unit

4. Cash Ratio: This tells us about the liquidity of a company.

   Formula:
   Cash Ratio = Cash/Current Liabilities

5. Profit Margin: This is shown as a percentage. It shows what percentage of sales are left over after all the expenses are paid by the business.

   Formula:
   Profit Margin = Net Income/Sales

6. Debt-to-Equity Ratio: This ratio shows how much equity and debt a company is using to finance its assets, and whether the shareholder equity can fulfill obligations to creditors if the business starts making a loss.

   Formula:
   Debt-to-Equity Ratio = Total Liabilities/Total Equity

7. Cost of Goods Sold: This is the total of all costs used to create a product or service, which has been sold.

   Formula:
   Cost of Goods Sold = Cost of Materials/Inventory – Cost of Outputs

8. Return on Investment (ROI): This is usually shown as a percentage. It calculates the profits of an investment as a percentage of the original cost.

   Formula:

   ROI = Net Profit/Total Investment * 100

9. Simple Interest: This is money you can earn by initially investing some money (the principal).

   Formula:

   A = P(1 + rt); R = r * 100

   Where:

   A = Total Accrued Amount (principal + interest)

   P = Principal Amount

   I = Interest Amount

   r = Rate of Interest per year in decimal; r = R/100

   t = Time Period involved in months or years

10. Annual Compound Interest: The calculates the addition of interest to the principal sum of a loan or deposit.

    Formula:

    A = P (1 + r/n) ^ nt:

    Where:

    A = the future value of the investment/loan, including interest

    P = the principal investment amount (the initial deposit or loan amount)

    r = the annual interest rate (decimal)

    n = the number of times that interest is compounded per year

    t = the number of years the money is invested or borrowed for

6.6.3 CRM & Networking: What is CRM

CRM stands for Customer Relationship Management. Originally the expression Customer Relationship Management meant managing one's relationship with customers. However, today it refers to IT systems and software designed to help companies manage their relationships.

The Need for CRM

The better a company can manage its relationships with its customers, the higher the chances of the company's success. For any entrepreneur, the ability to successfully retain existing customers and expand the enterprise is paramount. This is why IT systems that focus on addressing the problems of dealing with customers on a daily basis are becoming more and more in demand.

Customer needs change over time, and technology can make it easier to understand what customers really want. This insight helps companies to be more responsive to the needs of their customers. It enables them to modify their business operations when required, so that their customers are always served in the best manner possible. Simply put, CRM helps companies recognize the value of their clients and enables them to capitalize on improved customer relations.

Benefits of CRM

CRM has a number of important benefits:

- It helps improve relations with existing customers which can lead to:
  - Increased sales
  - Identification of customer needs
  - Cross-selling of products
- It results in better marketing of one's products or services
- It enhances customer satisfaction and retention
- It improves profitability by identifying and focusing on the most profitable customers

What is Networking

In business, networking means leveraging your business and personal connections in order to bring in a regular supply of new business. This marketing method is effective as well as low cost. It is a great way to develop sales opportunities and contacts. Networking can be based on referrals and introductions, or can take place via phone, email, and social and business networking websites.

The Need for Networking

Networking is an essential personal skill for business people, but it is even more important for entrepreneurs. The process of networking has its roots in relationship building. Networking results in greater communication and a stronger presence in the entrepreneurial ecosystem. This helps build strong relationships with other entrepreneurs.

Business networking events held across the globe play a huge role in connecting like-minded entrepreneurs who share the same fundamental beliefs in communication, exchanging ideas and converting ideas into realities. Such networking events also play a crucial role in connecting entrepreneurs with potential investors. Entrepreneurs may have vastly different experiences and backgrounds but they all have a common goal in mind – they all seek connection, inspiration, advice, opportunities and mentors. Networking offers them a platform to do just that.

Benefits of Networking

Networking offers numerous benefits for entrepreneurs. Some of the major benefits are:

- Getting high quality leads
- Increased business opportunities
- Good source of relevant connections
- Advice from like-minded entrepreneurs
- Gaining visibility and raising your profile
- Meeting positive and enthusiastic people
- Increased self-confidence
- Satisfaction from helping others
- Building strong and lasting friendships

Tips

- Use social media interactions to identify needs and gather feedback.
- When networking, ask open-ended questions rather than yes/no type questions.

6.6.4 Business Plan: Why Set Goals

Setting goals is important because it gives you long-term vision and short-term motivation. Goals can be short term, medium term and long term.

Short-Term Goals

- These are specific goals for the immediate future.

Example: Repairing a machine that has failed.

Medium-Term Goals

- These goals are built on your short term goals.
- They do not need to be as specific as your short term goals.

Example: Arranging for a service contract to ensure that your machines don't fail again.

Long-Term Goals

These goals require time and planning.

They usually take a year or more to achieve.

Example: Planning your expenses so you can buy new machinery

Why Create a Business Plan

A business plan is a tool for understanding how your business is put together. It can be used to monitor progress, foster accountable and control the fate of the business. It usually offers a 3-5 year projection and outlines the plan that the company intends to follow to grow its revenues. A business plan is also a very important tool for getting the interest of key employees or future investors.

A business plan typically comprises of eight elements.

Elements of a Business Plan

Executive Summary

The executive summary follows the title page. The summary should clearly state your desires as the business owner in a short and businesslike way. It is an overview of your business and your plans. Ideally this should not be more than 1-2 pages.

Your Executive Summary should include:

- The Mission Statement: Explain what your business is all about.

  Example: Nike's Mission Statement

  Nike's mission statement is "To bring inspiration and innovation to every athlete in the world."
- Company Information: Provide information like when your business was formed, the names and roles of the founders, the number of employees, your business location(s) etc.
- Growth Highlights: Mention examples of company growth. Use graphs and charts where possible.
- Your Products/Services: Describe the products or services provided.
- Financial Information: Provide details on current bank and investors.
- Summarize future plans: Describe where you see your business in the future.

Business Description

The second section of your business plan needs to provide a detailed review of the different elements of your business. This will help potential investors to correctly understand your business goal and the uniqueness of your offering.

Your Business Description should include:

- A description of the nature of your business
- The market needs that you are aiming to satisfy
- The ways in which your products and services meet these needs
- The specific consumers and organizations that you intend to serve
- Your specific competitive advantages

Market Analysis

The market analysis section usually follows the business description. The aim of this section is to showcase your industry and market knowledge. This is also the section where you should lay down your research findings and conclusions.

Your Market Analysis should include:

- Your industry description and outlook
- Information on your target market
- The needs and demographics of your target audience
- The size of your target market
- The amount of market share you want to capture
- Your pricing structure
- Your competitive analysis
- Any regulatory requirements

Organization & Management

This section should come immediately after the Market Analysis.

Your Organization & Management section should include:

- Your company's organizational structure
- Details of your company's ownership
- Details of your management team
- Qualifications of your board of directors
- Detailed descriptions of each division/department and its function
- The salary and benefits package that you offer your people
- The incentives that you offer

Service or Product Line

The next section is the service or product line section. This is where you describe your service or product, and stress on their benefits to potential and current customers. Explain in detail why your product of choice will fulfill the needs of your target audience.

Your Service or Product Line section should include:

- A description of your product/service
- A description of your product or service's life cycle
- A list of any copyright or patent filings
- A description of any R&D activities that you are involved in or planning

Marketing & Sales

Once the Service or Product Line section of your plan has been completed, you should start on the description of the marketing and sales management strategy for your business.

Your Marketing section should include the following strategies:

- **Market penetration strategy**: This strategy focuses on selling your existing products or services in existing markets, in order to increase your market share.
- **Growth strategy**: This strategy focuses on increasing the amount of market share, even if it reduces earnings in the short-term.
- **Channels of distribution strategy**: These can be wholesalers, retailers, distributers and even the internet.
- **Communication strategy**: These can be written strategies (e-mail, text, chat), oral strategies (phone calls, video chats, face-to-face conversations), non-verbal strategies (body language, facial expressions, tone of voice) and visual strategies (signs, webpages, illustrations).

Your Sales section should include the following information:

- **A salesforce strategy**: This strategy focuses on increasing the revenue of the enterprise.
- **A breakdown of your sales activities**: This means detailing out how you intend to sell your products or services – will you sell it offline or online, how many units do you intend to sell, what price do you plan to sell each unit at, etc.

Funding Request

This section is specifically for those who require funding for their venture.

The Funding Request section should include the following information:

- How much funding you currently require.
- How much funding you will require over the next five years. This will depend on your long-term goals.
- The type of funding you want and how you plan to use it. Do you want funding that can be used only for a specific purpose, or funding that can be used for any kind of requirement?
- Strategic plans for the future. This will involve detailing out your long-term plans – what these plans are and how much money you will require to put these plans in motions.
- Historical and prospective financial information. This can be done by creating and maintaining all your financial records, right from the moment your enterprise started, to the present day. Documents required for this are your balance sheet which contains details of your company's assets and liabilities, your income statement which lists your company's revenues, expenses and net income for the year, your tax returns (usually for the last three years) and your cash flow budget which lists the cash that came in, the cash that went out and states whether you had a cash deficit (negative balance) or surplus (positive balance) at the end of each month.

Financial Planning

Before you begin building your enterprise, you need to plan your finances. Take a look at the steps for financial planning:

Step 1: Create a financial plan. This should include your goals, strategies and timelines for accomplishing these goals.

Step 2: Organize all your important financial documents. Maintain a file to hold your investment details, bank statements, tax papers, credit card bills, insurance papers and any other financial records.

Step 3: Calculate your net worth. This means figure out what you own (assets like your house, bank accounts, investments etc.), and then subtract what you owe (liabilities like loans, pending credit card amounts etc.) the amount you are left with is your net worth.

Step 4: Make a spending plan. This means write down in detail where your money will come from, and where it will go.

Step 5: Build an emergency fund. A good emergency fund contains enough money to cover at least 6 months' worth of expenses.

Step 6: Set up your insurance. Insurance provides long term financial security and protects you against risk.

Risk Management

As an entrepreneur, it is critical that you evaluate the risks involved with the type of enterprise that you want to start, before you begin setting up your company. Once you have identified potential risks, you can take steps to reduce them. Some ways to manage risks are:

- Research similar business and find out about their risks and how they were minimized.
- Evaluate current market trends and find out if similar products or services that launched a while ago are still being well received by the public.
- Think about whether you really have the required expertise to launch your product or service.
- Examine your finances and see if you have enough income to start your enterprise.
- Be aware of the current state of the economy, consider how the economy may change over time, and think about how your enterprise will be affected by any of those changes.
- Create a detailed business plan.

Tips

- Ensure all the important elements are covered in your plan.
- Scrutinize the numbers thoroughly.
- Be concise and realistic.
- Be conservative in your approach and your projections.
- Use visuals like charts, graphs and images wherever possible.

6.6.5 Procedure and Formalities for Bank Finance: the need for Bank Finance

For entrepreneurs, one of the most difficult challenges faced involves securing funds for startups. With numerous funding options available, entrepreneurs need to take a close look at which funding methodology works best for them. In India, banks are one of the largest funders of startups, offering funding to thousands of startups every year.

What Information should Entrepreneurs offer Banks for Funding

When approaching a bank, entrepreneurs must have a clear idea of the different criteria that banks use to screen, rate and process loan applications. Entrepreneurs must also be aware of the importance of providing banks with accurate and correct information. It is now easier than ever for financial institutions to track any default behaviour of loan applicants. Entrepreneurs looking for funding from banks must provide banks with information relating to their general credentials, financial situation and guarantees or collaterals that can be offered.

General Credentials

This is where you, as an entrepreneur, provide the bank with background information on yourself. Such information includes:

- Letter(s) of Introduction: This letter should be written by a respected business person who knows you well enough to introduce you. The aim of this letter is set across your achievements and vouch for your character and integrity.
- Your Profile: This is basically your resume. You need to give the bank a good idea of your educational achievements, professional training, qualifications, employment record and achievements.
- Business Brochure: A business brochure typically provides information on company products, clients, how long the business has been running for etc.
- Bank and Other References: If you have an account with another bank, providing those bank references is a good idea.
- Proof of Company Ownership or Registration: In some cases, you may need to provide the bank with proof of company ownership and registration. A list of assets and liabilities may also be required.

Financial Situation

Banks will expect current financial information on your enterprise. The standard financial reports you should be prepared with are:

- Balance Sheet
- Cash-Flow Statement
- Business Plan
- Profit-and-Loss Account
- Projected Sales and Revenues
- Feasibility Study

Guarantees or Collaterals

Usually banks will refuse to grant you a loan without security. You can offer assets which the bank can seize and sell off if you do not repay the loan. Fixed assets like machinery, equipment, vehicles etc. are also considered to be security for loans.

The Lending Criteria of Banks

Your request for funding will have a higher chance of success if you can satisfy the following lending criteria:

- Good cash flow
- Adequate shareholders' funds
- Adequate security
- Experience in business
- Good reputation

The Procedure

To apply for funding the following procedure will need to be followed.

1. Submit your application form and all other required documents to the bank.
2. The bank will carefully assess your credit worthiness and assign ratings by analyzing your business information with respect to parameters like management, financial, operational and industry information as well as past loan performance.
3. The bank will make a decision as to whether or not you should be given funding.

Tips

- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

6.6.6 Enterprise Management - An Overview: How to Manage your Enterprise

To manage your enterprise effectively you need to look at many different aspects, right from managing the day-to-day activities to figuring out how to handle a large scale event. Let's take a look at some simple steps to manage your company effectively.

Step 1: Use your leadership skills and ask for advice when required.

Let's take the example of Ramu, an entrepreneur who has recently started his own enterprise. Ramu has good leadership skills – he is honest, communicates well, knows how to delegate work etc. These leadership skills definitely help Ramu in the management of his enterprise. However, sometimes Ramu comes across situations that he is unsure how to handle. What should Ramu do in this case? One solution is for him to find a more experienced manager who is willing to mentor him. Another solution is for Ramu to use his networking skills so that he can connect with managers from other organizations, who can give him advice on how to handle such situations.

Step 2: Divide your work amongst others – realize that you cannot handle everything yourself.

Even the most skilled manager in the world will not be able to manage every single task that an enterprise will demand of him. A smart manager needs to realize that the key to managing his enterprise lies in his dividing all his work between those around him. This is known as delegation. However, delegating is not enough. A manager must delegate effectively if he wants to see results. This is important because delegating, when done incorrectly, can result in you creating even more work for yourself. To delegate effectively, you can start by making two lists. One list should contain the things that you know you need to handle yourself. The second list should contain the things that you are confident can be given to others to manage and handle. Besides incorrect delegation, another issue that may arise is over-delegation. This means giving away too many of your tasks to others. The problem with this is, the more tasks you delegate, the more time you will spend tracking and monitoring the work progress of those you have handed the tasks to. This will leave you with very little time to finish your own work.

Step 3: Hire the right people for the job.

Hiring the right people goes a long way towards effectively managing your enterprise. To hire the best people suited for the job, you need to be very careful with your interview process. You should ask potential candidates the right questions and evaluate their answers carefully. Carrying out background checks is always a good practice. Running a credit check is also a good idea, especially if the people you are planning to hire will be handling your money. Create a detailed job description for each role that you want filled and ensure that all candidates have a clear and correct understanding of the job description. You should also have an employee manual in place, where you

put down every expectation that you have from your employees. All these actions will help ensure that the right people are approached for running your enterprise.

Step 4: Motivate your employees and train them well.

Your enterprise can only be managed effectively if your employees are motivated to work hard for your enterprise. Part of being motivated involves your employees believing in the vision and mission of your enterprise and genuinely wanting to make efforts towards pursuing the same. You can motivate your employees with recognition, bonuses and rewards for achievements. You can also motivate them by telling them about how their efforts have led to the company's success. This will help them feel pride and give them a sense of responsibility that will increase their motivation.

Besides motivating your people, your employees should be constantly trained in new practices and technologies. Remember, training is not a one-time effort. It is a consistent effort that needs to be carried out regularly.

Step 5: Train your people to handle your customers well.

Your employees need to be well-versed in the art of customer management. This means they should be able to understand what their customers want, and also know how to satisfy their needs. For them to truly understand this, they need to see how you deal effectively with customers. This is called leading by example. Show them how you sincerely listen to your clients and the efforts that you put into understand their requirements. Let them listen to the type of questions that you ask your clients so they understand which questions are appropriate.

Step 6: Market your enterprise effectively.

Use all your skills and the skills of your employees to market your enterprise in an effective manner. You can also hire a marketing agency if you feel you need help in this area.

Now that you know what is required to run your enterprise effectively, put these steps into play, and see how much easier managing your enterprise becomes!

Tips

- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

6.6.7. 20 Questions to ask yourself before Considering Entrepreneurship

1. Why am I starting a business?
2. What problem am I solving?
3. Have others attempted to solve this problem before? Did they succeed or fail?
4. Do I have a mentor[1] or industry expert that I can call on?
5. Who is my ideal customer[2]?
6. Who are my competitors[3]?
7. What makes my business idea different from other business ideas?
8. What are the key features of my product or service?
9. Have I done a SWOT[4] analysis?
10. What is the size of the market that will buy my product or service?
11. What would it take to build a minimum viable product[5] to test the market?
12. How much money do I need to get started?
13. Will I need to get a loan?
14. How soon will my products or services be available?
15. When will I break even[6] or make a profit?

16. How will those who invest in my idea make a profit?
17. How should I set up the legal structure[7] of my business?
18. What taxes[8] will I need to pay?
19. What kind of insurance[9] will I need?
20. Have I reached out to potential customers for feedback?

Tips

- It is very important to validate your business ideas before you invest significant time, money and resources into it.
- The more questions you ask yourself, the more prepared you will be to handle to highs and lows of starting an enterprise.

Footnotes:

1. A mentor is a trusted and experienced person who is willing to coach and guide you.
2. A customer is someone who buys goods and/or services.
3. A competitor is a person or company that sells products and/or services similar to your products and/or services.
4. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. To conduct a SWOT analysis of your company, you need to list down all the strengths and weaknesses of your company, the opportunities that are present for your company and the threats faced by your company.
5. A minimum viable product is a product that has the fewest possible features, that can be sold to customers, for the purpose of getting feedback from customers on the product.
6. A company is said to break even when the profits of the company are equal to the costs.
7. The legal structure could be a sole proprietorship, partnership or limited liability partnership.
8. There are two types of taxes – direct taxes payable by a person or a company, or indirect taxes charged on goods and/or services.
9. There are two types of insurance – life insurance and general insurance. Life insurance covers human life while general insurance covers assets like animals, goods, cars etc.

Notes

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