

Participant Handbook

Sector
Telecom

Sub-Sector
Service Provider

Occupation
Customer Service

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NSQF Level 4



**Customer Care Executive
(Relationship Centre)**

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Shri Narendra Modi
Prime Minister of India

“ Skilling is building a better India.
If we have to move India towards
development then Skill Development
should be our mission. ”



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is hereby issued by the

TELECOM SECTOR SKILL COUNCIL

for

SKILLING CONTENT: PARTICIPANT HANDBOOK

Complying to National Occupational Standards of
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The preparation of this handbook would not have been possible without the Telecom Industry’s support. Industry feedback has been extremely encouraging from inception to conclusion and it is with their input that we have tried to bridge the skill gaps existing today in the Industry.

This participant handbook is dedicated to the aspiring youth who desire to achieve special skills which will be a lifelong asset for their endeavours.

About this Book

In the last five years, the growth of the Indian telecommunications sector has outpaced the overall economic growth. This sector is poised for strong growth of about 15% in short term during 2013–17, driven by growth in organised retail, technological advancements, changing consumer preferences and government support. With over 1 billion subscribers, India is the second largest telecom market in the world.

The sector currently employs over 2.08 million employees and is slated to employ more than 4.16 million employees by 2022. This implies additional creation of 2.1 million jobs in the nine-year period.

This Participant Handbook is designed to impart theoretical and practical skill training to students for becoming a Customer Care Executive (Relationship Centre). Customer Care Executive (Relationship Centre) in the Telecom industry is also known as Customer Service Representative/ Customer Care Associate / Showroom Executive / Customer Relationship Officer / Customer Service Executive / Store Executive / Retail Executive.

Individuals at this job provide customer service by handling, following and resolving walk-in customer's queries, requests and complaints and proactively recommend/sell organisation's products and services.

This Trainee Manual is based on Customer Care Executive (Relationship Centre) Qualification Pack (TEL/Q0101) & includes the following National Occupational Standards (NOSs):

1. Shop/Showroom/Outlet and self-management
2. Sell, up-sell and cross-sell
3. Service desk and customer management
4. Monitor and analyse self-performance
5. Maintain Records and Data expertise

The Key Learning Outcomes and the skills gained by the participant are defined in their respective units.

Post this training, the participant will be able to handle & resolve queries of walk-in customers, sell, up-sell & cross-sell organisation's products & services.

We hope that this participant handbook will provide a sound learning support to our young friends who want to build an attractive career in the telecom industry.

Symbols Used



Key Learning
Outcomes



Steps



Notes



Unit
Objectives



Practical



Exercise

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1. Introduction

Unit 1.1 – Objectives of the Program

Unit 1.2 – Telecom Industry

Unit 1.3 – Role of a Customer Care Executive



Key Learning Outcomes



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

1. State the objectives of the program
2. Describe the Telecom industry in India
3. Understand the roles and responsibilities of a CCE (RC)

UNIT 1.1: Objectives of the Program

Unit Objectives

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

1. Discuss the overview of the program
2. List down the necessary skills on which the participants will be trained
3. Explain the ground rules to make the program effective

1.1.1 Program Overview

- The Telecom Industry
- Roles and responsibilities of a Customer Care Executive
- Telecom Relationship Centre specific key concepts
- Behavioural, professional, technical, and language skills required for performing the job effectively
- Techniques of Shop/Showroom/Outlet and Self-Management
- Methods for Selling, Up-selling and Cross-selling
- Managing Service Desk and Customer Management
- Ways to monitor and evaluate self-performance
- Techniques of Data Expertise
- Interview Skills

1.1.2 This Program Will Cover

- Communication skills
- Language Skills (Listening, Speaking, Reading and Writing Skills)
- Interpersonal Skills
- Rapport Building
- Time Management
- Customer-centricity
- Selling Skills

1.1.3 Main Activities Performed by a Customer Care Executive (Relationship Centre)

- Manage the shop/showroom/outlet as well as himself
- Sell, Up-sell and Cross-sell organisation's products
- Manage Service desk as well as customers
- Monitor and analyse self-performance

1.1.4 Rules for Efficient Learning Environment

- Arrive and start on time.
- Participate in all phases of the workshop.
- Keep mobile phones on silent mode.
- Participants must adhere to the timelines. A fifteen minutes break means returning to the room within that time.
- Participants must not talk amongst themselves.
- Listen actively - respect others while they are talking.
- Learn and ask questions if you don't understand.

Exercise

1. What are your expectations from the training program?

Notes

UNIT 1.2: Telecom Industry

Unit Objectives

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

1. Gain knowledge about the Telecom industry
2. Discuss about regulatory authorities in the Telecom industry

1.2.1 Overview of the Telecom Industry

India is the world's second-largest telecommunications market. The telecom infrastructure in India is expected to have increased at a compound annual growth rate (CAGR) of 20 percent during the period 2008–2015 to reach 571,000 towers in 2015.

Key Statistics

According to the data released by Department of Industrial Policy and Promotion, the telecom industry has attracted FDI worth US\$ 18.38 billion during the period April 2000 to March 2016.

The telecom market in India is expected to grow by 10.3 percent and reach US\$ 103.9 billion by 2020. The smart phone users in India are expected to increase to 810 million by 2021. According to a study by GSMA, India will become the fourth largest smartphone market by 2020.

As per the cellular Operators' association of India, the total number of GSM subscribers in rural India is 330.34 million. The telecom companies are looking at rural India to add users and revenues.

Market Dynamics

India could emerge as a low-cost hub for testing security-sensitive IT products used in telephone and other critical infrastructure networks, with the country being recently given the 'authorizing member nation' status in the Common Criteria Recognition Arrangement (CCRA).

India has over 50 percent mobile only internet users, possibly the world's highest compared to 20 – 25 percent across developed countries, according to Avendus Capital. More so, gaining impetus from the increasing penetration of smart phones and a whole host of mobile only content, the Indian mobile advertising market is estimated to reach Rs. 2,800 crore (US \$457.52 million) by 2016 from the current Rs. 180 crore (US\$ 29.41 million).

Increasing demand for smart phones and availability of high speed networks, such as 3G and 4G services, has resulted in the rapid growth of the Indian market, besides offering immense opportunities to players involved in the business. The RNCOS's research study, 'Indian Mobile Gaming Market Forecast to 2017' estimated the market to reach Rs. 18.5 billion (US \$302.28 million) by 2017 and grow at a CAGR of nearly 24 per cent during the period 2013–2017.

Source-<http://www.ibef.org/industry/telecommunications.aspx>

1.2.2 Regulatory Authorities in the Telecom Industry

1. **Telecom Regulatory Authority of India (TRAI):-** The Telecom Regulatory Authority of India (TRAI) was established in February 1997 to regulate telecom services in India. Its scope includes fixing/ revising of tariffs for telecom

services. The mission of TRAI's is to create the environment needed for the growth of telecommunication at a pace that will enable India to play a major role in the emerging global information society. One of its main objectives is to provide a fair and transparent policy that facilitates fair competition. In January 2000, the Telecom Disputes Settlement and Appellate Tribunal (TDSAT) was set up to adjudicate any dispute between a licensor and a licensee, between two or more service providers, between a service provider and a group of consumers, and to hear and dispose of appeals against any direction, decision or order of TRAI.

2. **New Telecom Policy:-** It is the most important milestone and instrument of telecom reforms in India. The New Telecom Policy, 1999 (NTP-99) became effective from 1st April 1999 and laid down a clear roadmap for future reforms, such as opening up of all the segments of the telecom sector for the participation of the private sector.
3. **The Department of Telecommunications (DoT):-** The DoT promotes standardization, research and development, private investment and international co-operation in matters relating to telecommunication services. It acts as a license body, formulates and enforces policies, allocates and administers resources such as spectrum and number, and coordinates matters in relation to telecommunication services in India.
4. **Telecom Dispute Settlement and Appellate Tribunal (TDSAT):-** It is a special body setup exclusively to judge any dispute between the DoT and a licensee, or between two or more service providers, or between a service provider and a group of consumers etc. An appeal against TDSAT shall be filed before the Supreme Court of India within a period of ninety days.
5. **Cellular Operators Association of India (COAI):-** The COAI was set up in 1995 as a registered non-governmental and non-profit society. COAI is the official voice for the cellular industry in India and it interacts on its behalf with the licensor, telecom industry associations, man agreement spectrum agency and policy makers. The core members of COAI are private cellular operators such as Reliance Jio Infocomm Limited, Idea Cellular Ltd., Bharti Airtel Ltd., Aircel Ltd., Videocon Telecom, Telenor (India) Communications Private Ltd., and Vodafone India Ltd., operating across the whole country.

The domestic market is also slotted to witness 12% growth this year. The size of India's off-shore industry is estimated at US\$120 million and expected to grow to 180 billion by 2015. The industry currently employs around 1 million people and provides indirect employment to around 2.5 million people. It is expected to add another 1,50,000 jobs in the next fiscal according to NASSCOM.

1.2.3 Major Service Players in Telecom Industry

Name of the Company	
1. Bharti Airtel	6. Tata Teleservices
2. Reliance Communications	7. Aircel
3. Vodafone Essar	8. Uninor
4. Idea Cellular	9. Videocon
5. BSNL	10. MTNL

To know the latest trends in Telecom Industry refer to Annexure -1

1.2.4 The Biggest Challenge Faced by Telecom Industry

Churning of Customers:

Churning refers to switching of customers from one provider to another and often back again or over to a third one. The key to winning and retaining customers is up-to-date knowledge of customer segments.

The most common reasons for churning of customers are:

- Poor performance
- Poor customer service
- Poor rate plans
- Handset issues

The best ways to retain these high rates of customer churn:

- Effective customer service.
- Branding and service differentiators.
- Proper operational and analytical CRM tools in place would help segment and analyse customer behaviour and predict their propensity to churn.
- Proactively strategize and service customers to retain the high value ones.

Post-paid churn solutions that work:

- Optimizing subscriber acquisition cost
- Managing retention cost
- An effective pricing dimension
- Managing the right customer profile with the right marketing bundle
- Learning points from past campaigns

Exercise

1. Which telecom company has the highest market share?

2. Which among the top 10 telecom companies has the lowest market share?

3. Fill in the blank with the correct answer.

India has achieved the distinction of worlds _____ call rates. (lowest/highest)

4. Write down the full form of the following abbreviations:

a) TRAI

b) DOT

c) COAI

d) TDSAT

5. Name the five regulatory authorities of Telecom Industry.

6. What is the biggest challenge faced by telecom companies and what are the recommended solutions?

Notes

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UNIT 1.3: Role of a Customer Care Executive (RC)

Unit Objectives

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

1. Gain knowledge about the job of a Customer Care Executive
2. List down the personal attributes of a Customer Care Executive

1.3.1 A Customer Care Executive

A customer care executive belongs to an organisation or service centre and is entrusted with the responsibility of managing customers' needs, their replies and work on their satisfaction. Moreover, he/she is a link between the company and the customer.



Fig. 1.3.1 Customer Care Executive

1.3.2 Role and Importance of a Customer Care Executive

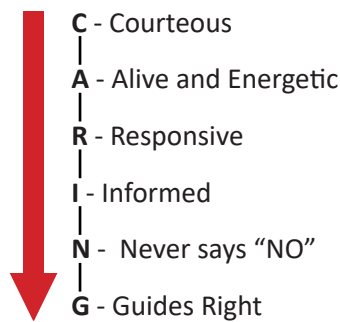
Customer Care Executives work as a bridging force between the customer and the organisation. They try to meet the needs of the customer within the ambit of management policies. Customer Care Executives should listen, understand, analyse a problem, come up with the best solution, and make the customer feel that he has selected the right product or service from the company, and should solve their problems and assist them. For example, in a Relationship Centre, the customer care executive will assist the customers by solving their problems on choosing a specific service like broadband plan or any tariff plan.

1.3.3 Approach

Approach of an Effective CCE (RC)

An effective CCE understands that his role is critical to the success of the organisation so it is important that his approach is correct. The best approach for a CCE to work with customers is the caring approach as a customer who feels cared for is a customer for life.

The CARING Approach



1.3.4 Specific Responsibilities of a Customer Care Executive in a Relationship Centre

- Individuals in this job provide customer service by handling, following-up on, and resolving walk-in customers' queries, requests and complaints.
- Individuals in this job are responsible for managing themselves as well as the store.
- Individuals proactively recommend/sell organisation's products and services.
- Individuals are responsible for monitoring and analysing self-performance.

1.3.5 Personal Attributes: Customer Care Executive (Relationship Centre)

- Have good communication skills with clear diction
- Have the ability to construct simple and rational sentences
- Have good problem-solving skills
- Have strong customer service focus
- Have strong selling & listening skills
- Have the ability to work under pressure

Exercise

1. Why is the role of a Customer Care Executive crucial for the company?

2. List some of the personal attributes required to be a successful Customer Care Executive.

Notes

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2. Key Concepts

Unit 2.1 – Relationship Centre Specific Concepts

Unit 2.2 – Customer Relationship Management (CRM)

Unit 2.3 – IT Applications



Key Learning Outcomes



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

1. Understand the concepts specific to Relationship Centre
2. Explain the concept and importance of Customer Relationship Management (CRM)
3. Describe the various IT Applications used by a CCE-Relationship Centre

UNIT 2.1: Relationship Centre Specific Concepts

Unit Objectives

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

1. Understand and explain various concepts specific to the job role

2.1.1 Contact Centre

Relationship Centre

A Relationship Centre is generally a retail outlet/shop/showroom started by a telecom company which displays a range of products and offers services beneficial to customers. Customer care executives at these types of centres play a very important role in attending to the customers face-to-face. They manage the store as well as sell, up-sell and cross-sell company's products and services.

Service Centre

Every company has a CRM department and a service centre is a part of that. Its main role is to work with a customer for their immediate benefit, through their contact centre, help desk and call management system.

Service Desk

Service desk is a single point of contact between company and its employees, customers and business partners. The main purpose of a service desk is to ensure that customers always receive appropriate assistance timely. The service desk is one of the main options for customers support.

2.1.2 Key Stakeholders

The key stakeholders for the given job role are:

- Customer - The person who buys our products/services.
- Store Manager - The person who is ultimately responsible for the day-to-day operations of a store.
- Supervisors/Team Leaders - The persons who leads the team and coordinate the overall work.
- Customer Care Executive - The one who provides customer service support to the company by interacting with customers face-to-face.

2.1.3 Processes

Sales Target: The term is used to describe the expected performance over a given time period for an individual sales representative or sales team. The individual must understand sales targets and influence customers to buy products.

Monthly Target: Monthly target is a specified amount of sales that a management sets for achieving or exceeding within a specified timeframe.

Sales Process: A sales process describes an approach to selling a product or service. It includes seller and buyer risk management, standardized customer interaction during sales, and scalable revenue generation. A sales process consists of the following steps:

- Approaching the customer
- Probing to identify needs
- Presenting and demonstrating products and services
- Handling objections
- Making the sale
- Building future sales

Up-Sell: Up-selling is the action whereby a seller induces the customer to purchase more items, upgrades, or other add-ons in an attempt to make a more profitable sale.

Cross-Sell: Cross-selling is the action or practice of selling an additional product or service among or between existing customer, established clients, markets, traders, etc.

Sales Reporting: Sales reporting functions to serve the overall management of a company's sales structure. Sales reporting starts with an analysis of the lowest level of data. It means to build the data and give a detailed view of sales within a defined period and projecting it into the future.

Sales reporting provides visibility into a company's sales pipeline, integrating information from sales, customer, and financial sources for a complete picture of sales performance.

Customer Service: Customer Service is the provision of service to customers before, during and after a purchase. It is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met customer expectation.

2.1.4 Technologies

There are two types of technologies a Customer Care Executive has to know about:

1. Mobile Technologies

There are two types of mobile technologies:

- a) GSM
- b) CDMA

GSM: GSM stands for Global System for Mobile Communications. It is the world's most prolific mobile standard (a standard being a set of rules and suggestions about how a mobile network should work). GSM operates on 900 MHz, 1800 MHz, and 1900 MHz frequencies.

- GSM is a chip dependent technology
- GSM handsets have to be loaded with a SIM card

GSM Structural Design

- The GSM Network Architecture as defined in the GSM specifications has four main domains:-

- Mobile Station (MS)
- Base-Station Subsystem (BSS)
- Network and Switching Subsystem (NSS)
- Operation and Support Subsystem (OSS)

CDMA: CDMA stands for Code Division Multiple Access. In the context of cell-phones and mobile networks, people tend to use it interchangeably to refer to two different mobile standards: CDMA One or CDMA 2000.

Difference between GSM and CDMA

The main difference between the two technologies is the air interface i.e. the interface between your device and the base station. The core network side of both the technologies is same.

2. Data Technologies

- 1G** is the first generation cellular network that existed in 1980s. It transferred data (only voice) in an analog wave. However, it had the following limitations:
 - No encryption
 - Poor sound quality
 - Low speed of transfer
- 2G** is the second generation technology which introduced the concept of digital modulation, which meant converting voice (only) into digital code (in your phone) and analog signals. Being digital helped overcome some of the limitations of 1G as it omitted the radio power from handsets, thereby, making life healthier and enhancing privacy too.
- 3G** is the current generation of mobile telecommunication standards. 3G allows simultaneous use of voice and 4G data services. It offers data rates of up to 2 Mbps. 3G includes services like Video Calls, Mobile TV, Mobile Internet and Downloading. There is a bunch of technologies which falls under 3G like WCDMA, EV-DO, HSPA and others.
- 4G** is the latest generation of mobile data connectivity built on the foundations set by 3G. 4G offers a faster and more reliable connection. 4G offers features like downloading movies or music, streaming videos and uploading images at a much faster speed than 3G. 4G is a quicker and easier technology compared to earlier ones.

2.1.5 Services

Prepaid Services

- Prepaid service is the Pay-As-You-Go service wherein users buy a recharge balance from the provider as per their requirement.
- Users can only use these services up to the available balance amount post which they will not be able to make calls.
- Roaming, STD, and ISD services are pre-activated in prepaid connections.
- The prepaid plans of different companies vary. You can visit the nearest store for details.

Post-paid Services

- In post-paid services users first avail service benefit and then pay for services.
- Based on bill cycle dates, a bill is generated at the end of each month and users get a grace period for payment of these bills. Once the grace period elapses, outgoing services are automatically barred.
- Post-paid services also offer benefits of value added services like International Direct Dialling, Voice Mail, Message-Mate Packs.

- The prepaid plans of different companies vary. You can visit the nearest store for details.

Value Added Services(VAS)

- Value added services mean services which give more value than the standard calling and receiving service. In the recent years, however, they have become core services. VAS, therefore, has begun to exclude those services. Services which are beyond standard voice call services are known as Value Added Services (VAS). They enable the users to use his/ her phone more and through this the operator gain more revenue/ users. Initially SMS/ MMS were VAS.
- Mobile Value Added Service can be categorised as –
 - a) SMS Service**
 - b) Information Service**
News alerts, stock prices, air/rail ticket status, bank account balance/transaction alerts etc.
 - c) Entertainment Service**
Songs, ringtones, caller ring-back tones (CRBTs), wallpapers, games, jokes etc.
 - d) M-Commerce Service**
M-Payment, M-Banking etc.

MMS

MMS stands for Multi-Media Messaging Services. Multi-Media Messages allow the users to exchange pictures on GPRS enabled handsets

GPRS

GPRS stands for General Packet Radio Services. GPRS allows customers to use internet services both on the mobile as well as on PC. It allows multiple users to share same air interface resources simultaneously.

Pocket Internet

Benefits of pocket internet are:

Portability

High Speed Mobile Broadband Service

Practical



Divide yourselves in groups of two and do a self-study of the relationship centre concepts and then quiz each other to check your understanding and learning.

Exercise



1. What do you mean by key stakeholders? Who are the key stakeholders for your job?

2. Write the steps of a typical sales process.

3. What is the difference between up-selling and cross-selling?

4. What is the difference between post-paid and prepaid services?

Notes

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UNIT 2.2: Customer Relationship Management (CRM)

Unit Objectives

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

1. Define the concept of CRM

2.2.1 CRM

An acronym for Customer Relationship Management, the term refers to a systematic approach of handling customer relationships.

Benefits of CRM

CRM benefits are usually misunderstood as a tool or an application but in the actual, it is a way of doing business. There can be infinite reasons to implement CRM in businesses. Now, let's take a look at some of the most evident benefits of using CRM in the business:

- 360° view of business
- Data sharing at Organisation level
- Effective customer interaction
- Good customer support
- Gain in customer satisfaction
- Gain in customer retention
- Help in new business
- Gain revenue at low cost

Ways to use CRM effectively:

- Update information accurately
- Update complete information
- Update all customer requirements
- 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 & Verification Process

It is the process of checking if you are speaking to the right person. Let us look at some common questions asked for verification in the telecom industry:

- Complete Name
- Date of Birth
- Last Paid Bill Amount
- Billing Address

After you complete the call, the reason customer made the call needs to be categorised, this will allow a telecom company to understand customer needs and concerns.

With the evolution of CRM system and process there is a call tag type for almost every question your customer has. All you need to do is understand the customer's query and match it to the broad category e.g. Tariff Plan, Value added service, complaints, billing information, active VAS, general, blank call etc.

Exercise

1. What is CRM?

2. What are common security questions?

3. Why is it important to verify a caller?

Notes

UNIT 2.3: IT Applications

Unit Objectives

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

1. Understand different IT applications

2.3.1 Basic Functionalities

Telecom call centre executives will need to work on multiple applications like:

- Intranet site
- Call taking application
- Customer Information System
- Account Information
- Call Log and Billing System

What is Intranet?

Intranet is a private network that is contained within an organisation. “Intra” means “within.” The “internet” is a web between many networks. An “intranet” is a web within a network. Intranet connects people within a network. The main purpose of intranet is to share company information among employees. It is also used to facilitate group working and teleconferences.

Call Taking Application

Telephone sets with today’s technology can be operated through your computer; you will need to use an application to hold, transfer and for conferencing of calls.

Customer Information System

Since telecom industries have a lot of varied information about customers, they usually use different applications to maintain information in an organised manner. You will need to use the customer information system to access personal information about the customer.

Account Information

Like customer information, account related information is also maintained differently; however it is linked to the customer information. If you need to check information on tariff and other VAS you will need to look into the account information screens.

Call Log and Billing Information

Financial and closely related information is stored in a different set as this is critical and any mistakes can lead to a direct financial loss.

2.3.2 Relevant Applications and Swapping

It is important to swap between applications quickly while on calls as this can play a major role in reducing your Average Handling Time (AHT). Here are some tips on how you can efficiently swap between screens:

- Use the keyboard
- Know where to find the requested information
- Ensure you login to all the required applications
- Ensure that you have tagged the call once you finish
- Make sure that your computer is unlocked while at desk

2.3.3 Fetching Information - Products, Processes and Services

There are different ways to gather information:

Company Intranet

Company's intranet is the first place where any new products or services will be updated with its launch date.

This is the best place to get information.

Speak to people

Speak to peers and leaders; you always learn something new from people every day.

Call other departments

When you have some free time call other departments to check what actions they take on complex queries, this will help you enhance your knowledge and also increase your First Call Resolution (FCR).

Keep an eye on the notice board

Keep an eye on the notice board in the office. The company places notice boards on frequently used passages, have a glance when you pass by. This is also a quick source to keep yourself updated.

Exercise

1. What are the different applications on which a Customer Care Executive needs to work?

2. What is the importance of switching between different applications?

3. Mention the areas from where you can source information about new product and services.

Notes

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page or a sheet of stationery designed for writing.



3. IT and Soft Skills

Unit 3.1 – Introduction to Computers

Unit 3.2 – Basics of MS Word

Unit 3.3 – Basics of MS Excel

Unit 3.4 – Internet and Network

Unit 3.5 – Language Skills



TEL/N0105, TEL/N0106,
TEL/N0107, TEL/N0108,
TEL/N0109

Key Learning Outcomes

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

1. Know what is a computer and its different parts
2. Understand about MS Word
3. Understand about MS Excel
4. Understand about Internet and network

UNIT 3.1: Introduction to Computer

Unit Objectives

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

1. Know what is a computer and its different parts

3.1.1 Computer

A computer is an electronic device which was invented by Charles Babbage. Its main function is to receives data as input, processes it, and generates result as an output. It can also carry out a set of arithmetic or logical operations automatically and can solve more than one kind of problem. A Computer generally uses English language for INPUT and OUTPUT.



Fig. 3.1.1 Computer

3.1.2 Computer Hardware

Computer hardware comprises of the following:

1. Input devices- It helps in inputting data into a computer so that it can be processed into an information. Examples of such devices are keyboard and mouse

2. Processing Devices

Processing device are the one which process the data into information. Examples of such devices are CPU, motherboard.

3. Output Devices

Output device outputs the processed information. Example of such devices are monitor, printer.



Fig. 3.1.2 Keyboard

4. Storage Devices

It provides the computer the means of storing the information it has processed. Examples of such devices are hard drive, internal memory, USB drive.



Fig. 3.1.3 Monitor



Fig. 3.1.4 Printer



Fig. 3.1.5 Hard disk



Fig. 3.1.6 RAM



Fig. 3.1.7 USB drive

3.1.3 Software

Software is a collection of instructions that can be 'run' on a computer. These instructions tell the computer what to do. Software is instructions that tell computer hardware what to do. Software are divided into two parts:

1. System Software
2. Application Software

System Software: An operating system or OS is a System Software that enables the computer hardware to communicate and operate with the application software or the user. Without a computer System Software, a computer and application programs would be



Fig. 3.1.8 Application software in window

useless. This is an interface between Hardware and user/application software. Windows XP, Windows 7, Windows 8, Mac OS, Linux, Unix etc. are the OSs and used as a system software. Other types of System Software are 'System Utilities' and 'Language Translators'.

Application Software: Application software is a program or group of programs designed for end users. Application software resides above system software and includes database programs, word processors, spreadsheets, etc. Application software may be grouped along with system software or published alone. In the subsequent chapters of this unit, you will learn in detail about Application Software like MS Word, MS Excel and MS PowerPoint that are the part of the MS office Package. Although the basic knowledge about the MS Office package is given here.

MS Office: Microsoft Office provides a software for efficiently managing your business information, personal information and communication tasks. This unit introduces the individual Office applications and teaches you skills to start using them. Microsoft Office provides the following toolkits:

- Microsoft Office Word
- Microsoft Office Excel
- Microsoft Office PowerPoint
- Microsoft Office Outlook
- Microsoft Office Publisher
- Microsoft Office Access
- Microsoft Office OneNote
- Microsoft Office InfoPath

In this unit, we shall learn about MS word, MS Excel and MS PowerPoint.

MS Word: It is used for word processing - typing, editing, and formatting letters, reports, fax cover sheets, etc. Word enables you to need to create a memo at the office or a letter at home, using a computer Its features can help you create sophisticated and professional text more quickly with many features such as footnotes, fonts etc. We will learn about these various features of word in this unit:

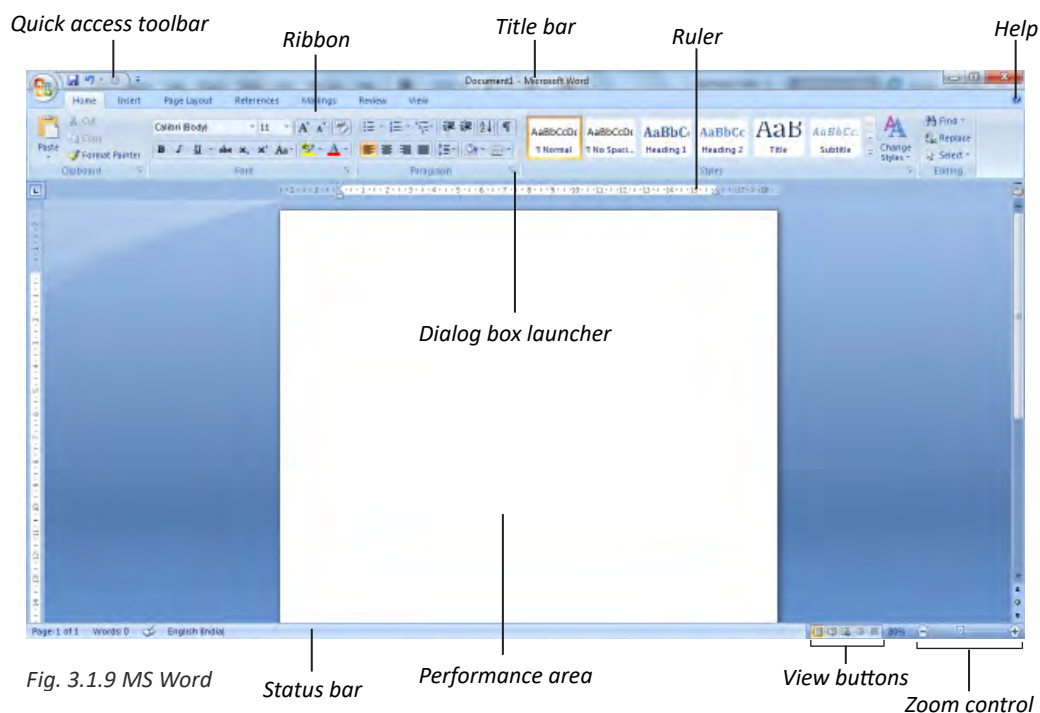


Fig. 3.1.9 MS Word

- **Templates** - A template is a starter document that supplies the document design, text formatting, and often, placeholder text or suggested text. Add your own text and your document is finished.
- **Styles** - This refers to formatting settings that you can applied to some text, you can save the combination as a style that you can easily apply to other text.
- **Tables** - Word allow you to add a table grid to organise text in a grid of rows and columns to which you can apply tabel formatting.
- **Graphics** - You can add all types of pictures into your documents and even create charts and diagrams.

MS Excel: Spreadsheet provides formulas and functions that make it easy to present and calculate numerical data. Business people don't need to depend on calculators or accountants to perform complicated sales or financial calculations. Even a beginner can enter some numbers into the spreadsheet and use a few formulas to calculate data.

Microsoft Office Excel enables you to do a calculation by creating a formula that specifies what values to calculate and what mathematical operators to use to perform the calculation. Excel also has predesigned formulas to perform more complex calculations, such as accrued interest, etc. Excel provides tools to assist in building and error-checking spreadsheet formulas and also gives many choices for formatting the data to make it more readable and professional. Let us see some excel features:

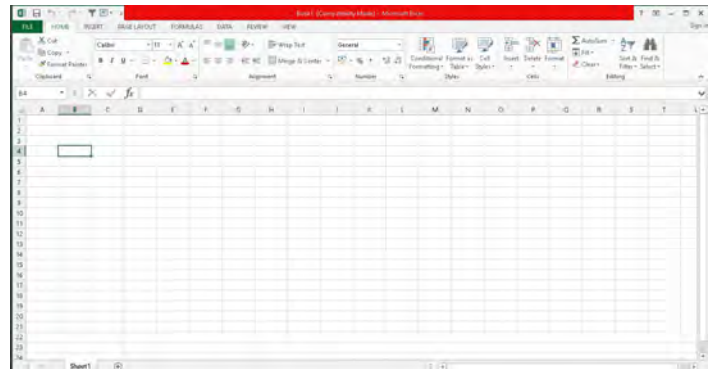


Fig. 3.1.10 MS excel

- **Worksheets** - Excel has file and inside each file, one can divide and organise a large amount of data across multiple worksheets or pages of information in the file.
- **Ranges** - Excels allow one to assign a name to a section of data on a worksheet so that you can later select that area by name, or use the name in a formula to save time.
- **Number and Date Value Formatting** - Excels features allow for applying a number format. A number should be displayed indicating details such as how many decimal points should appear and whether a percentage or dollar sign should be included. You also can apply a date format to determine how a date appears.
- **Charts** - Excel can help in translate your data into a meaningful image by creating a chart. There are dozens of chart types, layouts, and formats in excel to help you present your results in the clearest way.

Microsoft Office PowerPoint: The Microsoft Office PowerPoint presentation has features for communicate information and ideas through via an onscreen slide show which can be printed. Every slide can present a different picture. Thus, PowerPoint helps to divide information into chunks that audience can absorb more easily. Let us see some main themes of the Powerpoint.

- **Layouts** - Themes and Masters. These PowerPoint features control the presentation of content that appears on a slide and its presentation. One can design with ease a single slide or the complete presentation.
- **Tables and Charts** - PowerPoint enables you to arrange information in formatted grid of rows and columns like word and excel. Powerpoint can be used with excel to deliver the data you have charted in excel.
- **Animations and Transitions** - Powerpoint also allow you to set up the text and other items on the slide to make a special appearance, such as

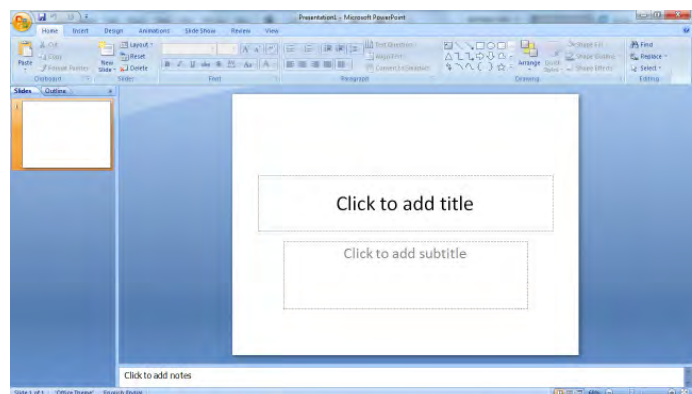


Fig. 3.1.11 MS powerpoint

fly onto the screen, when you play the slide show. You can also apply animation to a transition & see how the overall slide appears onscreen, such as dissolving or wiping in.

- **Live Presentations** - PowerPoint offers a number features to customise and control how the presentation looks when played as an onscreen slide show. For example hiding slides or jumping between slides onscreen.

Starting an Application (Windows 7 or earlier)

1. Click the Start button at the left end of the taskbar or press the Windows key. This will open the start menu.
2. Click on Programs/All Programs. A list of available programs appears. In XP, it will appear as a submenu of the Start menu. In Windows 7, the list appears in the left column of the Start menu.
3. Click on Microsoft Office, the available Office programs appear.
4. Click the desired Office program. The program window appears onscreen.

Closing an Application: When you finish your work in an application, you can shut the application, this will remove it from the system memory. Closing the application also provides the possibility of sensitive open files to be viewed by others users. You can use any of the below methods to shut down a program:

- Press Alt+F4
- Click the program window Close (X) button

If you see a message box with a yes/no to save your work, it means you haven't saved all your changes to the file. Click Yes to save the changes to the work you have done.

Exercise



1. Identify the input devices:
 - a. Monitor
 - b. Printer
 - c. Keyboard
 - d. Mouse
2. Identify the output devices:
 - a. Monitor
 - b. Printer
 - c. Keyboard
 - d. Mouse
3. Which of the following is not a storage device?
 - a. Pen drive
 - b. Hard drive
 - c. Mouse
 - d. RAM

UNIT 3.2: Basics of Microsoft Word

Unit Objectives



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

1. Understand the use of MS-Word

3.2.1 Microsoft Word

Microsoft word is basically used for typing letters, reports and other documents. In this unit we will learning about the basics of Microsoft Word.

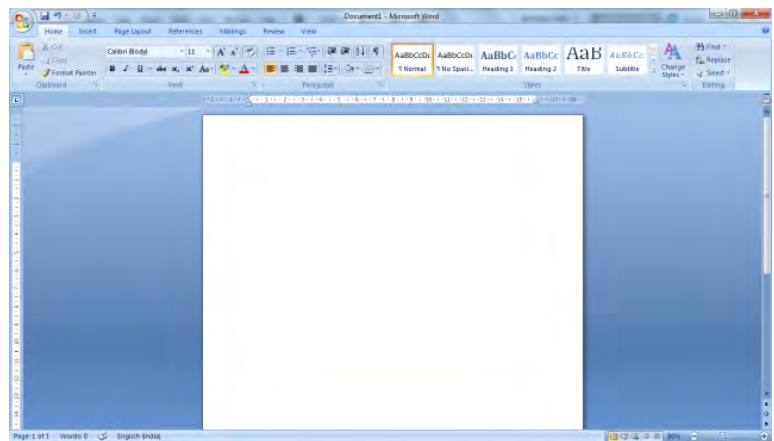


Fig. 3.2.1 MS word

3.2.2 Starting With MS-Word

Opening Word

There may be a short cut to open the word file on your system, if it is there double click on that icon in order to open the word on your system, if not follow the steps below:

1. Go the start button
2. Go to Programs
3. From there go to highlight Microsoft Office
4. Click on Microsoft Word

Creating a New Document

1. Click the File tab and then click on New
2. Click on the Blank Document
3. Then Click on Create

Opening a Current/ Already Stored Document

1. Click the File tab and then click on Open
2. Click the required document and then click on Open

3.2.3 The Title Bar

The title bar is a bar located at the top of a window that displays the name of the file being used. For example, as can be seen in the picture below, the title bar gives the name of the program and document currently being edited.

Quick Access Toolbar: The Quick Access Toolbar has many commands ready for use. It is located at the top left of the document above the File and Home tab.

It has an undo and redo tab to correct errors in your documents. If you click on the Undo command and it will undo the last thing you did.

Windows Control Buttons: These buttons appear on the top right corner of the application. You can use these buttons to minimise, maximise, restore, move or close the application.



Fig. 3.2.2 Title Bar

3.2.4 The Ribbon

The ribbon has all the information of Microsoft Office in a visual, streamlined manner through a series of tabs that include program features.

Home Tab: Home tab consists of text formatting features like font size, font style, paragraph changes etc.



Fig. 3.2.3 Home tab

Insert Tab: Through this tab one can get an access to insert variety of items such as tables, pictures, header footer, clip art etc.

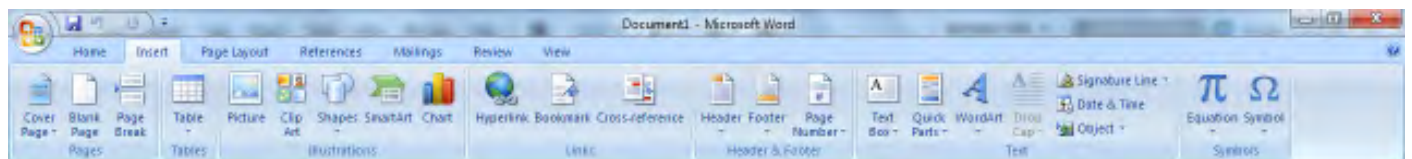


Fig. 3.2.4 Insert tab

Page Layout Tab: This tab allows you to access various features like adjusting page margins, page orientation, page background, inserting columns etc.



Fig. 3.2.5 Page layout tab

Reference Tab: This tab comprises of table of contents, footnotes, captions, index, table of authorities etc.

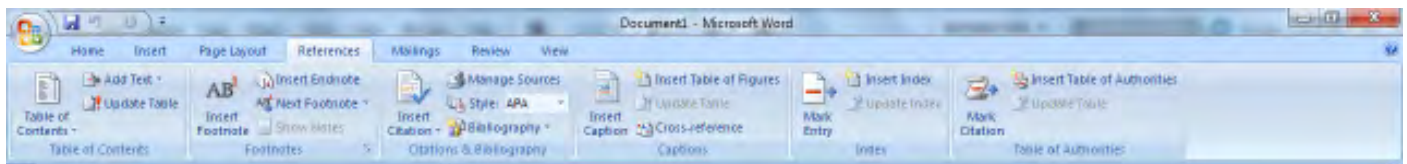


Fig. 3.2.6 Reference tab

Mailing Tab: This tab is used when you need to send a mail. It consists of features such as mail merge, envelopes, labels etc.

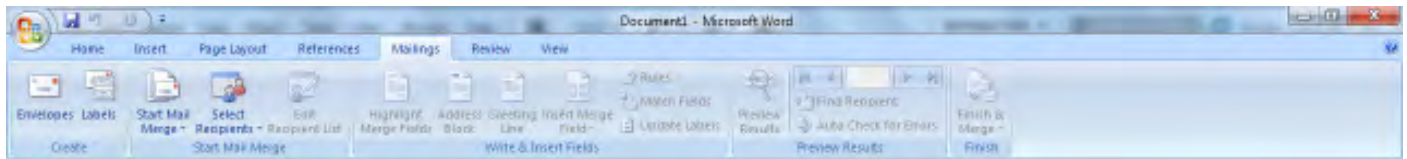


Fig. 3.2.7 Mailing tab

Review Tab: With the help of this tab you can review your document and rectify spelling and grammar issues. It also consists of track changes features which helps to identify the changes made in a document.

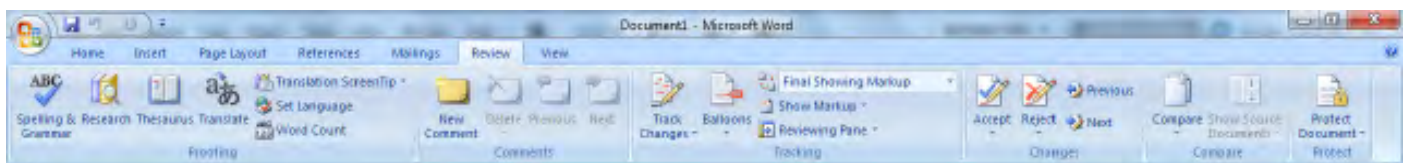


Fig. 3.2.8 Review Tab

View Tab: This tab allows you to view your document the way you want. For example if you want to view the document by using zoom feature you can view it.

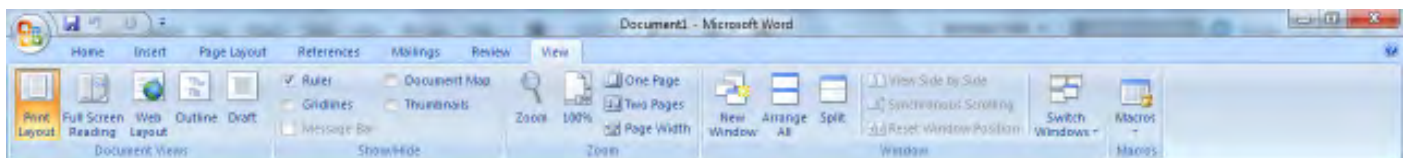


Fig. 3.2.9 View tab

3.2.5 Typing Text

You need to keep the cursor from where you want to begin typing. If you want to type from the down instead of top, press ENTER till the point the cursor reaches the place from where you want to begin typing.

If you want to begin another paragraph you must press enter key. Enter key is also used to give space between two paragraphs.

If you want to erase the incorrect words or characters appearing on the left of insertion point, press BACKSPACE key. If you want to erase the words or characters on the right side of the cursor, press DELETE key.

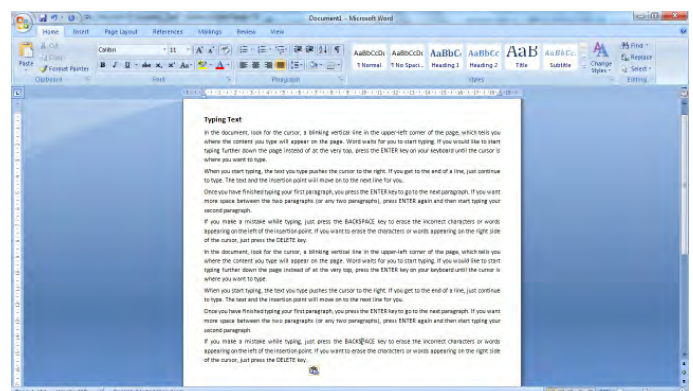


Fig. 3.2.10 Typing text in a word document

3.2.6 Formatting Text

Character Formatting

- **Font:** A group of characters that have a similar appearance.
- **Font Attributes:** Additions that enhance your font for emphasis.
- **Font Size:** The size of characters.
- **Type Face:** A set of characters with a common style and design.
- **Bold/Boldface:** A formatting option that makes selected words darker than normal.
- **Italics:** Characters are evenly slanted towards the right.
- **Subscript:** Text that has been lowered vertically i.e. H_2O , 2 is in subscripted form.
- **Superscript:** Text that has been raised vertically i.e. X^2 , 2 is in superscript form.
- **Underline:** A horizontal line that is placed beneath characters.
- **Bulleted List:** A list of key points, each preceded by a symbol for emphasis.
- **Modify Fonts:** The font section allows you to change text font size, colour, style and several other elements.

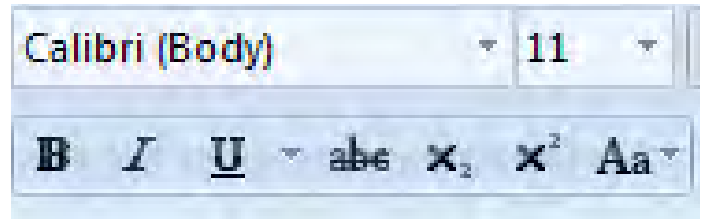


Fig. 3.2.11 Formatting text

3.2.7 Formatting Documents

Adjusting Line Spacing

The default spacing is 1.15 line spacing and 10 points after each paragraph. The default spacing in earlier MS Word documents is 1.0 between lines and no blank line between paragraphs.

The simplest way to change the line spacing for any document is to highlight the paragraphs or the complete document for which you want to change the line spacing.

1. In the paragraph group, go to home tab and click on line spacing.
2. Do one of the following:
 - Select the number of line spaces you want for example, click 1.0 for single space and 2.0 for double space.
 - Select remove space before the paragraph if you want to remove additional lines which are added by default after each paragraph.

Earlier Word versions



Newer Word versions



Fig. 3.2.12 Adjusting line space

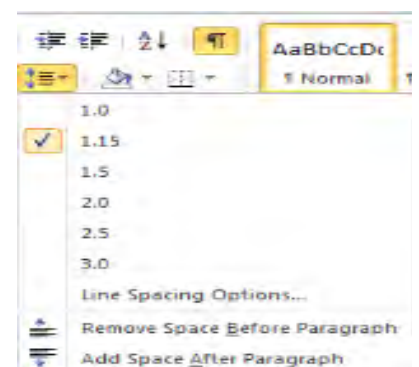


Fig. 3.2.13 Adjusting line space

Paragraph Formatting

- **Alignment:** It is the way in which lines of text are arranged i.e. full, left, right, center.
- **Full Justified:** In this case the lines of text are both right and left aligned.
- **Left Justification:** This is the alignment in which a document is allowed to have an even left alignment.
- **Right Justification:** This is the alignment in which a document is allowed to have an even right alignment.
- **Centre Justification:** This feature aligns the text horizontally on both the sides.
- **Line Spacing:** It is used to provide space between lines in a document i.e. single line, double line, triple line, etc.
- **Page Break:** It shows that the maximum number of lines have been keyed on one page and a new page is beginning.
- **Tab Key:** It allows the user to move the cursor a predetermined number of spaces.

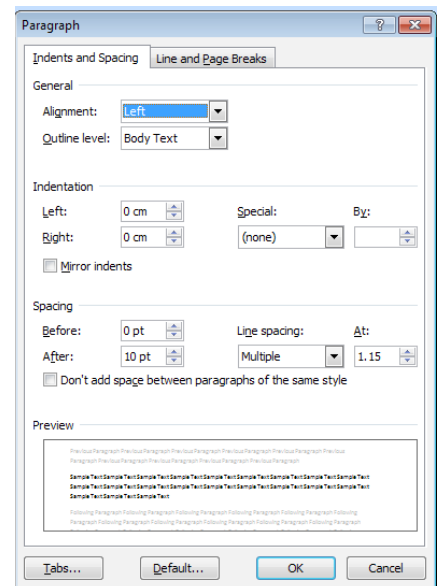


Fig. 3.2.14 Paragraph formatting

Page Orientation

Select either Landscape (horizontal) or Portrait (vertical) orientation for your document.

Changing Page Orientation

1. Go to page layout, in the Page Setup section and click on Orientation.
2. Click on Landscape or Portrait as required.

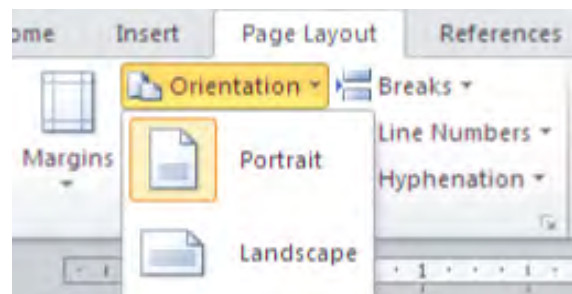


Fig. 3.2.15 Page orientation

Bulleted or Numbered List:

Bullets or numbers can be added to the existing lines of text or word will create lists automatically as you type.

Inserting Bullets or Numbers:

1. Click on the area where you would like add bullets or numbers.
2. Go to the Paragraph group and click on Bullets or Numbers.
3. Bullets or Numbers will be inserted.

Select Bullets or Numbering Style:

1. Select the items for which you want to change bullets or numbering styles.
2. On the Home tab click the arrow next to the Bullets or Numbering command.
3. Select the bullet or number format you want to use.

Working with Graphics

Inserting Shapes: There are multiple shapes which can be used in a word document. There are lines, arrows, basic geometric shapes, flowchart



Fig. 3.2.16 Bullet/number list

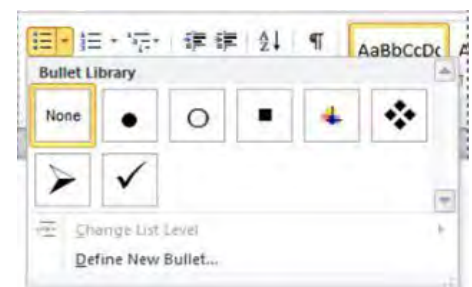


Fig. 3.2.17 Bullet/number style

shapes, equation shapes, banners, callouts and stars. After adding one or more shapes, you can add text, bullets, numbering, and Quick Styles to them.

1. In the Illustrations group, go to Insert tab and click on Shapes.
2. There will be a drop down menu, you need to click on the shape that you want to use in the file.
3. Drag to place the shape wherever you want to use in the document.

Delete Shapes: If you want to delete a shape that you don't want, click on that shape and press on the delete.

For inserting Text Boxes: A text box lets you type text anywhere in your document.

1. In the Text group, go to the Insert tab and click on Text Box, a drop down menu will be visible.
2. Click on a text box and then click Draw Text Box at the bottom of the drop down menu that provide the option to draw a text box.
3. To add text, click in the text box and then paste or type the text in your file.
4. To format text in any text box, select the required text, and using the formatting option you can change the text.
5. For changing the position of the text box, click on it and then when a pointer becomes an arrow, drag the text box to the required location.

Word Art: Word Art is basically used to add special text effects to your document. For example, you can stretch a title, skew text, make text fit a pre-set shape, or apply a gradient fill. If you want to add Word Art to text in your document, the following steps must be followed:

1. Go to the Insert tab, in the Text group, and click on the Word Art.
2. A Drop down menu shall appear and then click on the Word Art Style that you require.
3. A Text Box will appear with the words "Enter your text here" where you can enter the required text.

Insert Clip Art:

1. In the Illustrations group, go to the Insert tab and click on Clip Art.
2. A Clip Art box will appear on the right of your screen, type a word or sentence that describes the clip art that you want.
3. Click on Go.
4. In the list of the Clip Arts, double click on the Clip Art that you want to insert in the document.

Insert Picture from File: Insert the picture saved in your hard disk in your computer by using below given steps:

1. Click where you want to insert the picture or image in the document.



Fig. 3.2.18 Inserting different types of shapes

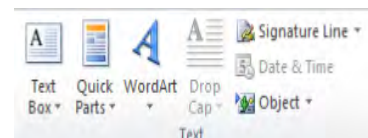


Fig. 3.2.19 Text box

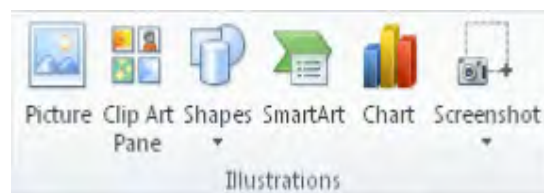


Fig. 3.2.20 Clip Art

5. On the Insert tab, in the Illustrations group, click Picture.
6. Locate the picture that you want to insert. For example, you might have a picture file located in My Documents.
7. Double-click the picture that you want to insert and it will appear in your document.

3.2.9 Tables

Tables can be used to create lists or format text in an organised manner in any word document.

Inserting a Table in your document

1. Click on the area where you want to insert a table.
2. In the Tables group, go to the Insert tab and click on Table.
3. You will see a drop down box; click and hold your mouse button and then drag it to the selected number of rows and columns that you want inserted. You will see a table appear in the document as you drag on the grid.
4. Once you have highlighted the rows and columns for the table that you want, leave your mouse and the table will be inserted in the document.

Adding a Row or a Column in a Table

1. Click on the table where you want to add a row or a column.
2. Go to the Layout tab under Table Tools.
3. You need to click on Insert Left or Insert Right to insert a column and click on the Insert Above or Insert Below for adding a row.
4. You need to click on Delete to remove a row, column or cell.

Deleting a Table

1. Place the pointer on the table until the table move icon appears and then move wherever required by moving the icon.
2. Press Backspace on the keyboard.

Deleting Content in Tables

If you want to delete only the content of a cell, a row, a column and the complete table, you can delete it by clicking on clear content. The rows and columns of the table will remain the same even after you delete the contents of table.

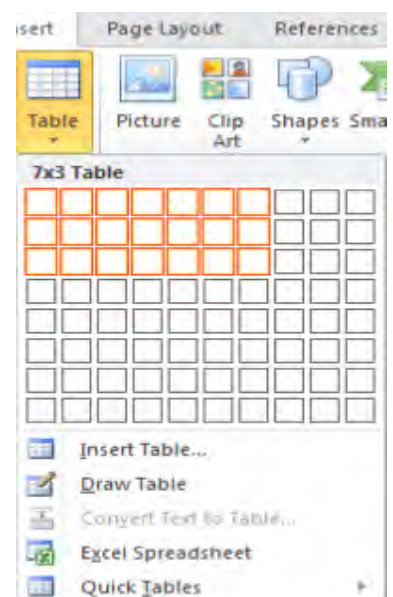


Fig. 3.2.21 Inserting table

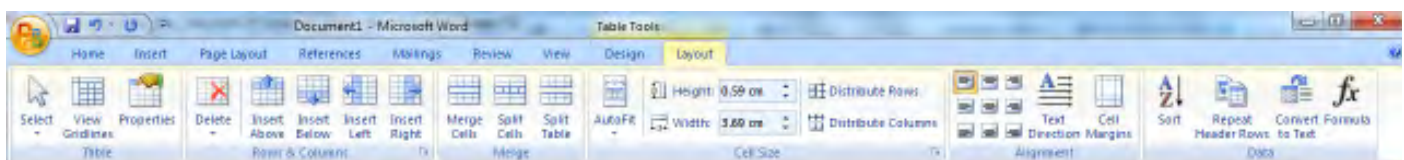


Fig. 3.2.22 Table editing

3.2.10 Headers, Footers and Page Numbers

Headers, footers and page numbers can be added by using various methods. The easiest way is to double click on the top or bottom of the page and the header and footer area will appear. You can enter the text you wish to be displayed at the top or bottom of every page in the document.



Fig. 3.2.23 Header and footer

Adding Page Numbers

If you want a page number on each page in the file by following the below steps:

1. In the Header & Footer group, go to the Insert tab and click on Page Number.
2. Click the page number in the location that you require.
3. Scroll through the options which are available and then click the page number format that you want to use.
4. To return to the body of your document, click anywhere on the page.
5. Close Header and Footer section.

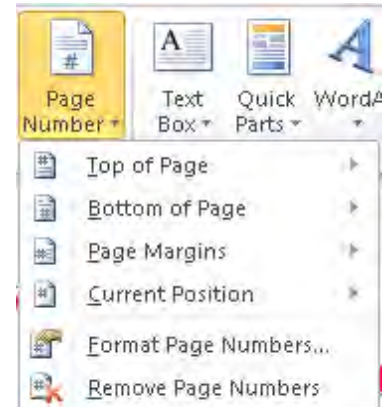


Fig. 3.2.24 Edit page number

Adding Header or a Footer

1. In the Header & Footer section, go to the Insert tab and click on Header or Footer.
2. Click Header or Footer that you want to add and your header or footer area will open in the file.
3. Type the required text in the header or footer area.
4. To return to the body of your document, click anywhere on the page.

Removing the Page Numbers, Headers or Footers

1. Click on the Header, Footer or Page Number Command in the file.
2. A drop down menu will appear on the screen.
3. At the bottom of the menu, click Remove in the file.



Fig. 3.2.25 Close header and footer



Fig. 3.2.26 Header and footer

3.2.11 Finalising a Document

Using the "Spell Check" Feature

If any word is spelled incorrectly a red wavy line will appear under that word. The fastest way to fix spelling errors is to:

1. Put your cursor over the misspelled word and right click.
2. A drop down box will appear with correct spellings of the word.
3. Highlight and left click the word you want to replace the incorrect word with.

You can also use the spelling and grammar feature in order to complete a more comprehensive spelling and grammar check

1. Click on the Review tab
2. Click on the Spelling & Grammar command (a blue check mark with ABC above it).
3. A Spelling and Grammar box will appear.
4. You can correct any Spelling or Grammar issue within the box.

Print Preview

Print Preview automatically displays when you click on the Print tab. Whenever you make a change to a print-related setting, the preview is automatically updated.

1. Click the File tab, and then click Print. To go back to your document, click the File tab.
2. A preview of your document automatically appears. To view each page, click the arrows below the preview.

Print

1. The Print tab is the place to go to make sure you are printing what you want.
2. Click the File tab.
3. Click the Print command to print a document.

This dropdown shows the currently selected printer. Clicking the dropdown will display other available printers.

These dropdown menus show currently selected Settings. Rather than just showing you the name of a feature, these dropdown menus show you what the status of a feature is and describes it. This can help you figure out if you want to change the setting from what you have.



Fig. 3.2.27 Spell check

Save a Document

To save a document in the format used by Word, do the following:

1. Click the File tab.
2. Click Save As.

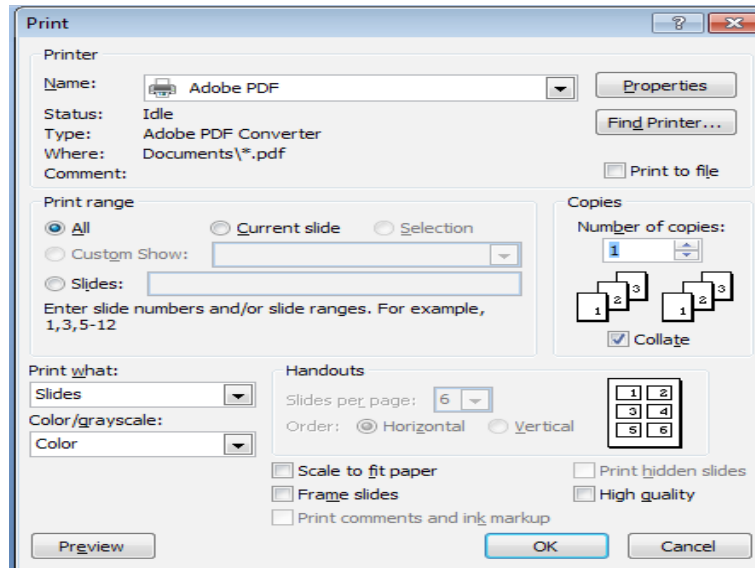


Fig. 3.2.28 Print preview

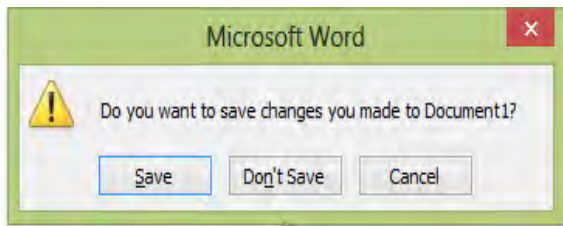


Fig. 3.2.29 Save a document

3. In the File name box, enter a name for your document.
4. Click Save.

Practical

1. Write a leave application, addressing your trainer with the following specifications:
 - a. Bold and italicise the subject.
 - b. Bold the date.
 - c. The letter should be justified
 - d. Font: Calibri
 - e. Font size: 12

Exercise



1. Which tab contains the Bold, Italic and Underline options?
 - a. Home
 - b. Insert
 - c. View
 - d. Review
2. Ctrl+V command is used to:
 - a. Copy
 - b. Paste
 - c. Cut
 - d. Print
3. Save As command is available in:
 - a. File tab
 - b. Home tab
 - c. Insert tab
 - d. None of these

Notes



UNIT 3.3: Basics of Microsoft Excel

Unit Objectives



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

1. Understand the use of MS Excel

3.3.1 Microsoft Excel

MS Excel is a spreadsheet application in the Microsoft Office Suite. Excel allows you to store, manipulate and analyse data in organised workbooks for home and business tasks. MS Excel has many additional features and tools that are not available in MS Word. These are all described in this lesson.

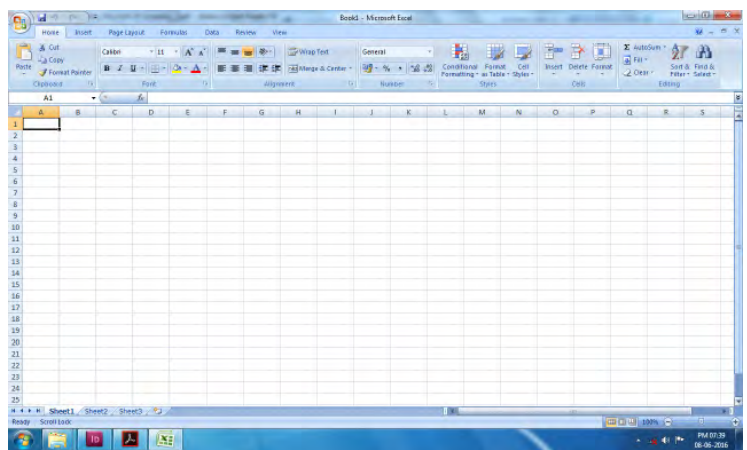


Fig. 3.3.1 MS Excel

3.3.2 The Ribbon

The ribbon contains all of the commands that is needed to do common tasks. It has multiple tabs, each with several groups of commands, and you can add your own tabs that contain your favourite commands.

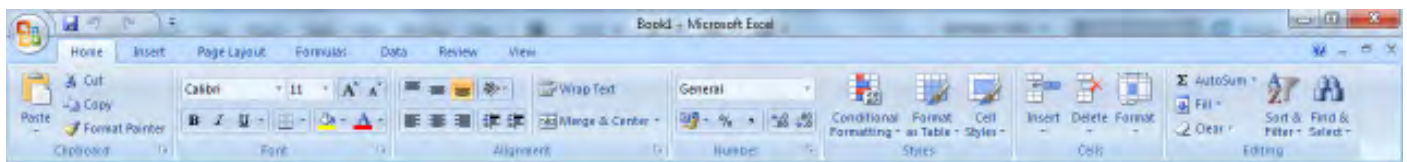


Fig. 3.3.2 Ribbon

Tabs available in MS Excel

Home Tab: Home tab consists of text formatting features like font size, font style, paragraph changes etc. It also comprises of spreadsheet formatting elements such as text wrap, merging cells and cell style.



Fig. 3.3.3 Home tab

Insert Tab: Through this tab one can get an access to insert variety of items such as tables, pictures, header footer, clip art etc.



Fig. 3.3.4 Insert tab

Page Layout Tab: This tab allows you to access various features like adjusting page margins, page orientation, page background, inserting columns etc.

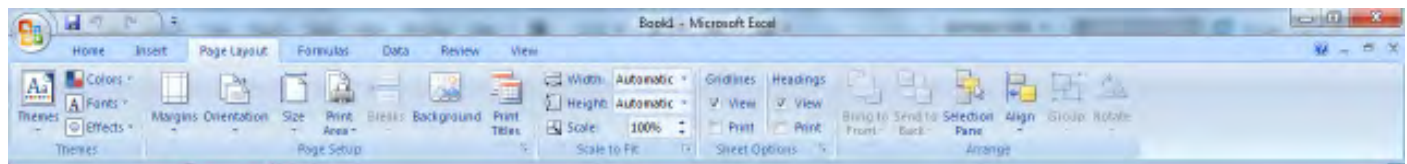


Fig. 3.3.5 Page layout tab

Formulas Tab: This tab has commands to use when creating Formulas. It consists of an immense function library which can assist when creating any formula or function in your spreadsheet.

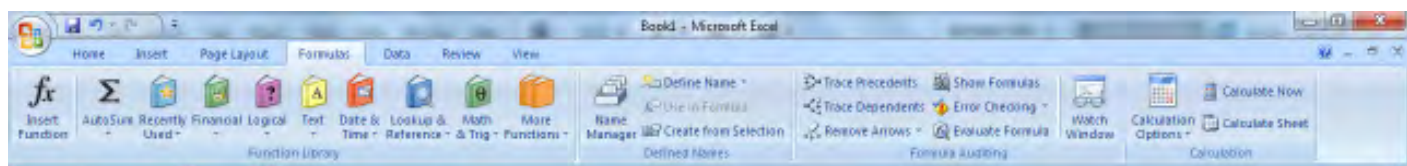


Fig. 3.3.6 Formulas tab

Data Tab: Data tab helps in modification of worksheets with large amount of data by using features like sorting and filtering. It also helps in analysing and grouping data.

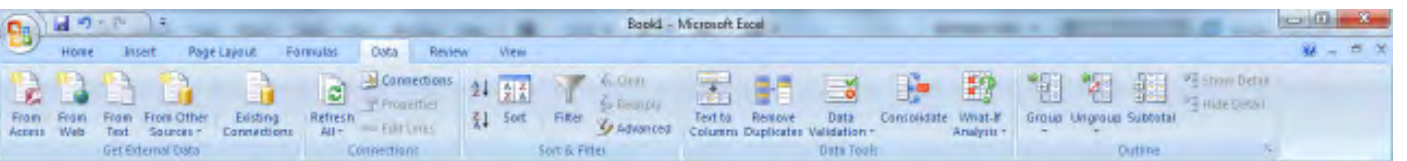


Fig. 3.3.7 Data tab

Review Tab: With the help of this tab you can review your document and rectify spelling and grammar issues. It also consists of track changes features which helps to identify the changes made in a document.



Fig. 3.3.8 Review tab

View Tab: This tab allows you to view your document the way you want. For example if you want to view the document by using zoom feature you can view it.



Fig. 3.3.9 View tab

3.3.3 Components in the Workbook

Name Box

The Name box provides you with the location or the “name” of a selected cell. In the image below, cell B4 is in the Name box. Note cell B4 is where column B and row 4 intersect.

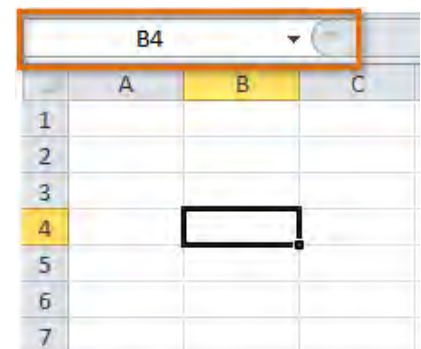


Fig. 3.3.10 Name box

Formula Bar

Formula bar is basically used to enter or edit data, a formula, or a function that will appear in a specific cell. In the image below, cell C1 is selected and 1984 is entered into the formula bar. Note how the data appears in both the formula bar and in cell C1.

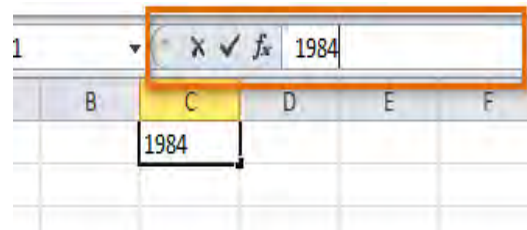


Fig. 3.3.11 Formula bar

Row

A row is a group of cells that runs from the left of the page to the right. In Excel, rows are identified by numbers. Row 15 is selected in the image below.

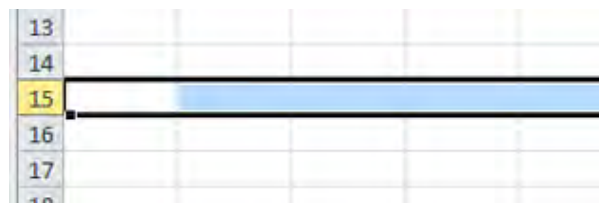


Fig. 3.3.12 Row

Column

A column is a group of cells that runs from the top of the page to the bottom. In Excel, columns are identified by letters. Column L is selected in the image below.

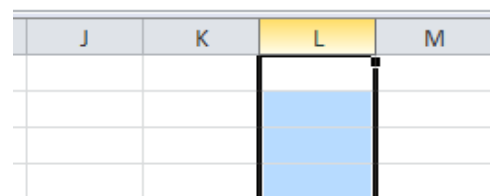


Fig. 3.3.13 Column

Worksheets

Excel files are called workbooks. Each workbook holds one or more worksheets or spreadsheets.

Three worksheets appear by default when you open an Excel workbook in your computer. You can rename, add or delete worksheets as per your need.

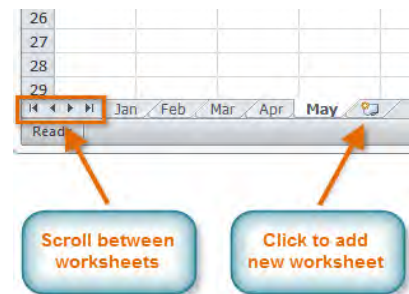


Fig. 3.3.14 Worksheets

3.3.4 Getting Started

Let us have a look at the steps needed to create an Excel document.

Opening Excel

On your desktop you may have a shortcut to Excel, if so double click the icon to open Excel. Otherwise follow the below given steps:

1. Click on the Start button of your computer
2. Highlight Programs
3. Highlight Microsoft Office
4. Click on Microsoft Excel

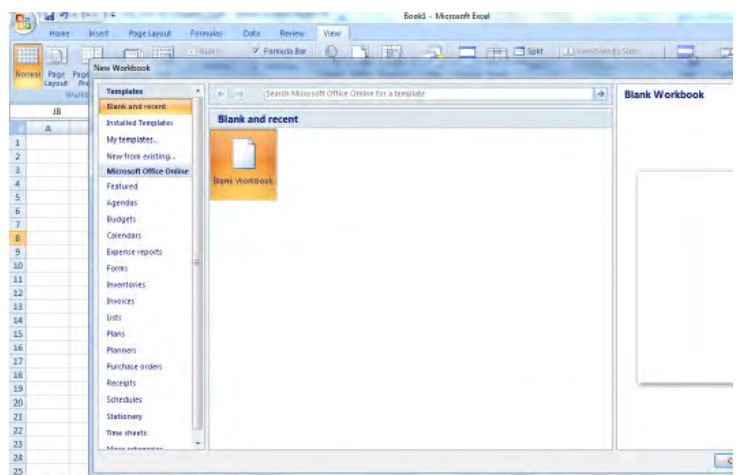


Fig. 3.3.15 Starting with excel

Create a New Workbook

1. Go to the File tab and then click New.
2. Under Templates section, double click on the Blank Workbook or Click on Create.

Find and Apply Template

Excel allows you to apply built-in templates. To find a template in Excel, follow the below steps:

1. On the File tab, click on New.
2. Do either of the following:
 - In order to reuse a template that you've recently used, click Recent Templates and select the required file.
 - If you want to use your own template, click on My Templates and select the template that you want to use and then click on OK.
3. Click on the template that you like, and it will open on your screen as a new document which you can work on.

3.3.5 Enter Data in a Worksheet

In this section, we will learn how to select cells, insert content and delete cells.

The cell

The rectangle boxes in a worksheet are called cells. The intersection of row or column is called cell. Each cell has a name, or a cell address based on which column and row it intersects. The cell address of a selected cell appears in the Name box of your document. Here you can see that B3 cell is selected.

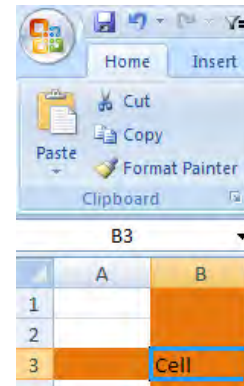


Fig. 3.3.16 Cell

Cell content

Each cell can contain its own formatting, text, formulas, comments and functions.

- **Text:** Cells can contain numbers, letters and dates.
- **Formatting attributes:** Cells can contain formatting attributes that change the numbers, way letters and dates. For example, dates can be formatted as DD/MM/YYYY or MM/DD/YYYY
- **Comments:** Cells can contain comments from multiple reviewers.
- **Formulas and functions:** Cells can contain functions and formulas that calculate cell values. For example, SUM(cell 1, cell 2...) formula is used to add the values in multiple cells.

To insert content:

1. For selection of a cell, click on it.
2. By using keyboard enter content into the selected cell. The content appears in the formula bar and cell.

To delete content within cells:

1. Select the cells that you want to delete.
2. On the ribbon, click the clear command. A dialog box will appear on the screen.
3. At last select clear content.

By using keyboard's backspace button, you can delete content from the multiple cells or single cell

To delete cells:

1. Select the cells that you want to delete.
2. On the ribbon, choose the delete command.



Fig. 3.3.17 Inserting content in a cell

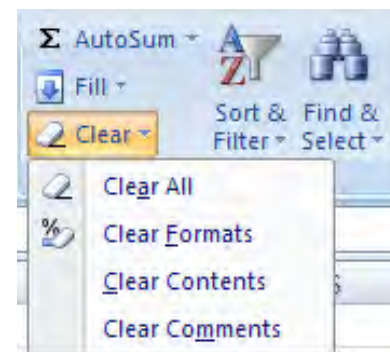


Fig. 3.3.18 Deleting content from a cell

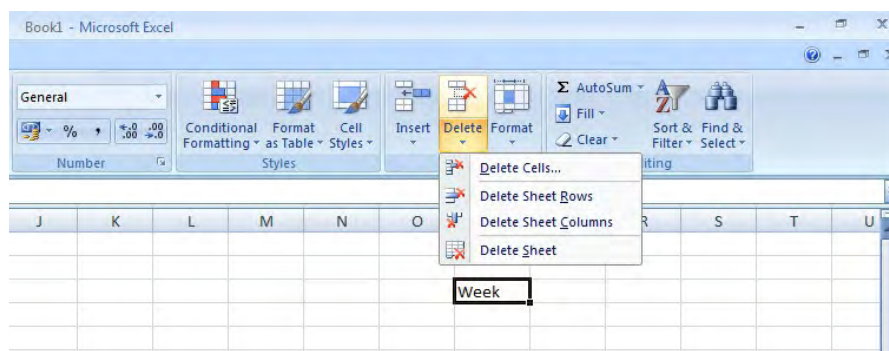


Fig. 3.3.19 Deleting the cell

3.3.6 Cut, Copy and Paste Data

For moving or copying the cell or their content, you need to use the Cut, Copy, and Paste commands.

Moving or Copying Cells

When you move or copy a cell, Excel moves or copies the entire cell, including formulas and their resulting values, cell formats, and comments.

1. Select the cells that you want to move or copy.
2. On the Home tab, in the Clipboard group, do the following:
 - Click Cut for moving cells
 - Click Copy for copying cells
3. Click in the centre of the cell where you want to Paste the information.
4. In the Clipboard group, on the Home tab, click on Paste.

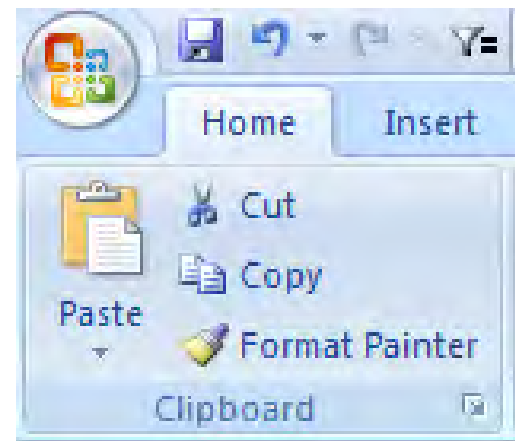


Fig. 3.3.20 Cut, copy and paste data

3.3.7 Column Width and Row Height

In this section, we will learn how to set column width and row height.

Set Column's/Row's Width/Height

1. Select the column(s) or row(s) that you want to change.
2. In the Cells group, on the Home tab, click on Format.
3. Under Cell Size, choose Column Width or Row Height.
4. You will see a Column Width or Row Height box.
5. Type the required value in the Column Width or Row Height.

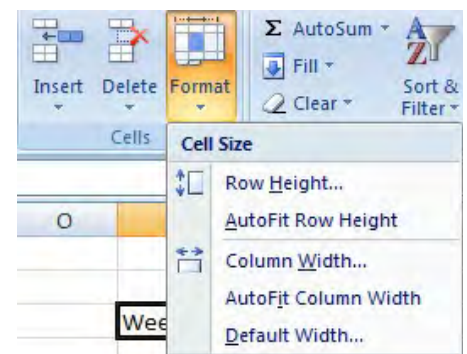


Fig. 3.3.21 Column width and row height

Automatically Fit Column/Row Contents

6. Click the Select All button
7. Double click on the corner of the cells between two column/row headings.
8. All Columns/Rows in the entire worksheet will get changed to the new size.

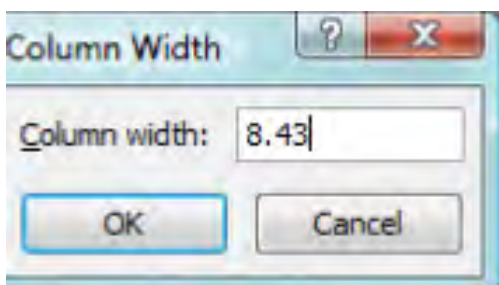


Fig. 3.3.22 Setting of column width

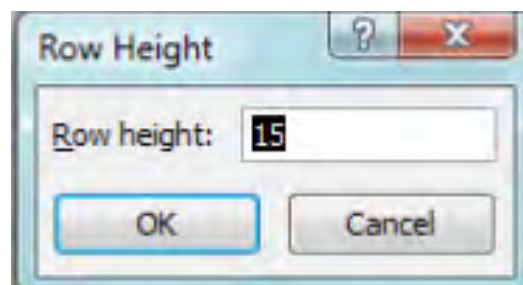


Fig. 3.3.23 Setting of row height

Set Column/Row Width/Height with Mouse

1. Place your cursor on the line between two rows or columns.
2. On the horizontal line a symbol that looks like a lower case 't' with arrows will appear.

3. Drag the boundary on the right side of the column/row heading until the column/row is the width that you require.

To change the width of multiple columns/rows:

1. Select the columns/rows that you want to change.
2. Drag a boundary to the right of a selected column/row heading.
3. All selected columns/rows will become of a different size.

To change the width of columns/rows to fit contents in the cells:

1. Select the column(s) or row(s) that you want to change.
2. Double-click the boundary to the right of a selected column/row heading.
3. The Column/Row will automatically resize to the length/height of the longest/tallest text.

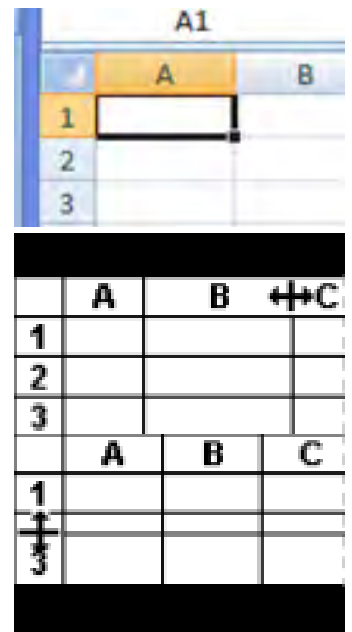


Fig. 3.3.24 Adjusting of column/row content

3.3.8 Merge or Split Cells

A cell becomes one large cell if you merge two or more than two adjacent horizontal or vertical cell. When you merge cells, the contents one of the cell appears in the merged cell.

Merge and Centre Cells

1. Select two or more adjacent cells that you would like to merge.
2. In the Alignment group, on the Home tab, click Merge and Centre.
3. The cells will get merged in a column or row and the contents of the cells will be centred in the merged cell.

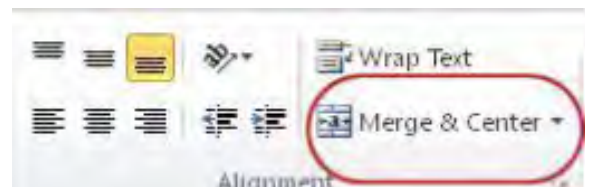


Fig. 3.3.25 Merge and centre cells

Merge Cells

Click the arrow next to Merge and Centre to merge cells and then click on Merge Across or Merge Cells.

Split Cells

1. Select the merged cell you would like to split.
2. Click Merge and Centre to split the merged cell. The cells will split and the contents of the merged cell will appear in the upper left cell of the split cells.

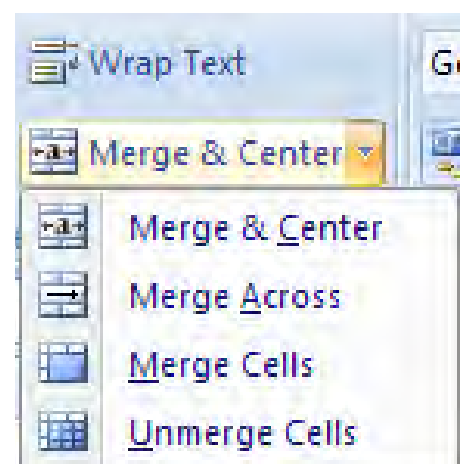


Fig. 3.3.26 Merge cells

3.3.9 Formatting Spreadsheets

You can format a number of elements such as text, numbers, colouring and table styles in order to enhance your spreadsheet. Spreadsheets can become professional documents used for company meetings or even publishing.

Wrap Text

If you wrap a text in a cell you can display multiple lines of text inside it.

1. Click the cell in which you would like to wrap the text.
2. In the Alignment section, on the Home tab and click Wrap Text.
3. The text in your cell will get wrapped.

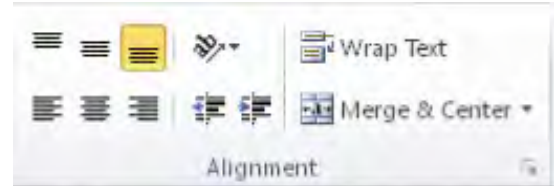


Fig. 3.3.27 Wrap text

Format Numbers

In Excel, the format of a cell is separate from the data which is stored in the specific cell. This display difference can have a significant effect in numeric data. After typing numbers in a cell, you can change the format in which they are displayed to ensure the numbers in your spreadsheet are displayed as you required.

1. Click the cells that has the numbers that you want to be formatted.
2. In the Number group, on the Home tab, click the arrow next to the Number Format box and then click the format that you require.

Cell Borders

Border can be added around a cell by using predefined border styles in the options given. You can also create a customised borders as per your requirements.

Apply Cell Borders:

1. On an excel sheet, select the cell or range of cells that you want to add a border, change the border style or remove a border.

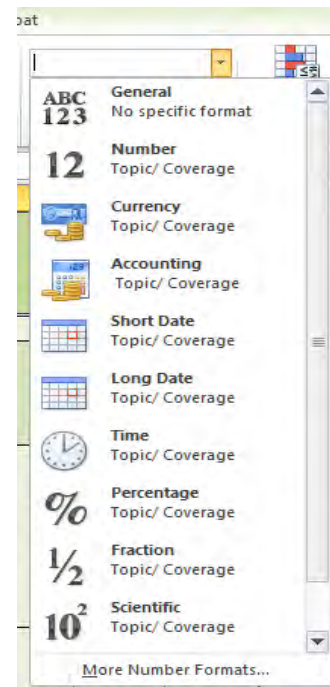
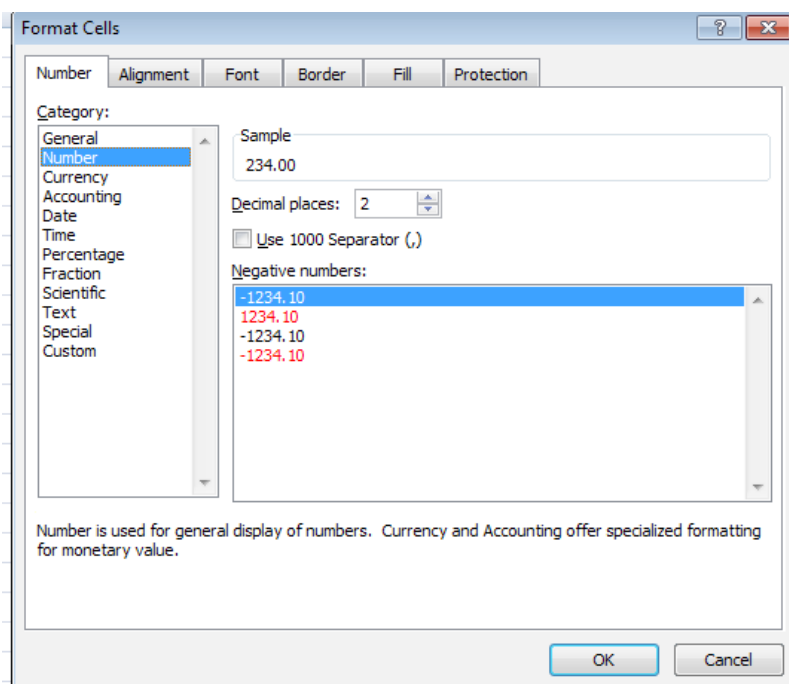


Fig. 3.3.28 Format cell

2. In the Font group, go to the Home tab
3. Click the arrow adjacent to Borders
4. Click on the border style you would like have
5. The required border will be applied

Remove Cell Borders:

1. In the Font group, go to the Home tab
2. Click the arrow next to the Borders
3. Click No Border to remove cell border

Cell Fill:

1. Select the cells that you want to apply or remove a colour.
2. In the Font group, go to the Home tab and select either of the following options:
 - Click the arrow next to Fill Colour to fill cells with a solid colour and then under Theme Colours or Standard Colours, click on the colour that you need.
 - Click the arrow next to Fill Colour to fill cells with a custom colour, click More Colours, and then in the Colours dialog box select the colour that you need.
 - Click Fill Colour to fill the most recently selected colour.

Remove Cell Fill:

1. A cell that contains a fill colour or fill pattern, Select it.
2. In the Font group, on the Home tab and click the arrow next to Fill Colour and then click on No Fill.

Text Colour

1. Select the range of cells or cell, text or characters that you would like to format with a different text colour.
2. In the Font group, on the Home tab and select either of the following options:
 - Click on Font Colour to apply the most recently selected text colour.
 - Click the arrow next to Font Colour to change the text colour and then under Theme Colours or Standard Colours, click the colour that you want to have.

Bold, Underline and Italics Text

1. Select the cell, range of cells, or text where you would like to Bold, Underline and Italics the Text.

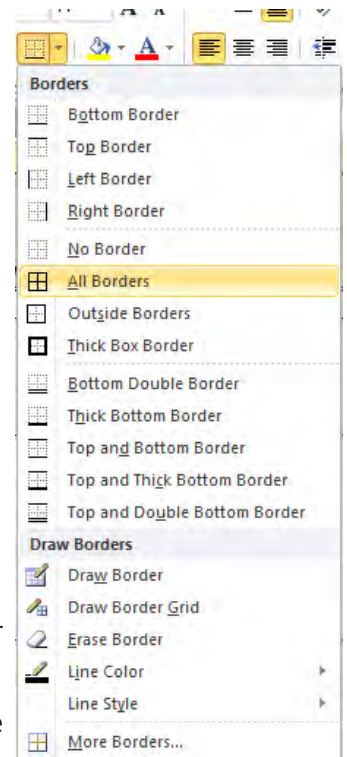


Fig. 3.3.29 Cell borders

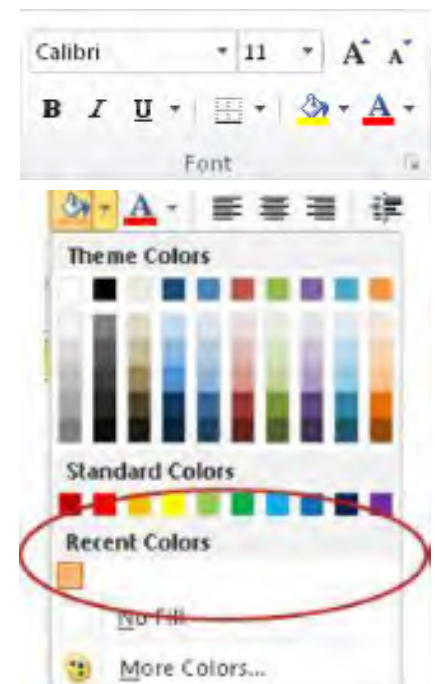


Fig. 3.3.30 Cell and text colouring

2. In the Font group, go to the Home tab.
3. As needed, Click on the Bold (B) Italic (I) or Underline (U) commands.
4. The selected command will get applied.

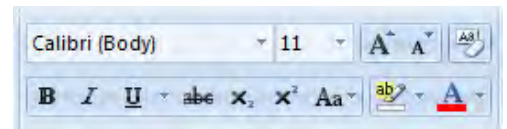


Fig. 3.3.31 Bold, underline and italic text

3.3.10 Formulas in Excel

Formulas are equations that perform calculations on values in your worksheet. A formula always starts with an equal sign (=).

You can also create a formula by using a function which is a prewritten formula that takes a value, performs an operation and returns a value.

Depending on the type of formula that you create, a formula can contain any or all of the following parts:

1. **Functions:** A function, such as SUM(), starts with an equal sign (=).
2. **Cell references:** You can refer to data in worksheet cells by including cell references in the formula. For example, the cell reference A2 returns the value of that cell or uses that value in the calculation.
3. **Constants:** You can also enter constants, such as numbers (such as 2) or text values, directly into a formula.
4. **Operators:** Operators are the symbols that are used to specify the type of calculation that you want the formula to perform.

EXAMPLE of FORMULA	WHAT IT DOES
=5+3	Adds 5 and 3
=5-3	Subtracts 3 from 5
=5/3	Divides 5 by 3
=5*3	Multiplies 5 times 3
=5^3	Raises 5 to the 3rd power

Use Auto Sum

To summarise values, you can also use AutoSum.

1. Select the cell where you would like your formulas to appear.
2. In the Editing group, go to the Home tab.
3. Click on AutoSum, to add your numbers or click the arrow next to AutoSum to select a function that you would like to apply.

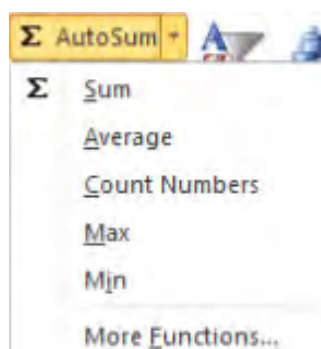


Fig. 3.3.32 Auto sum

3.3.11 Finalising a Spreadsheet

Below are a few things, you should use to finalized a document:

Using the "Spell Check"

To complete a Spelling and Grammar check, you need to use the Spelling and Grammar feature.

1. Click on the Review tab
2. Click on the Spelling & Grammar command (This is a blue check mark with ABC above it).
3. A Spelling and Grammar box will appear, you can correct any Spelling or Grammar issue with the help of this box.

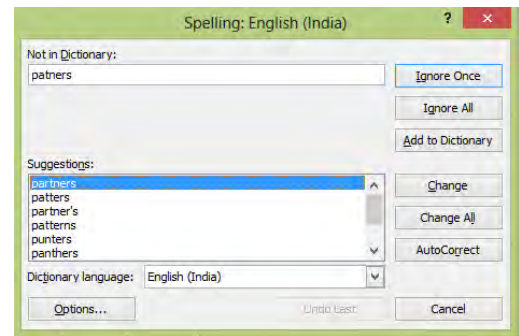


Fig. 3.3.33 Spell check

Saving a Spreadsheet

To save a document in the format used by Excel, do the following:

1. Click on the File tab.
2. Click on Save As.
3. In the File name box, enter a name of your document.
4. Click on Save.

Print Preview

Print Preview automatically displays when you click on the Print tab. Whenever you make a change to a print-related setting, the preview is automatically updated.

1. Click the File tab, and then click Print. To go back to your document, click the File tab.
2. A preview of your document automatically appears. To view each page, click the arrows below the preview.

Print a Worksheet

1. Click the worksheet or select the worksheets that you want to print.
2. Click File
3. Click Print.
4. Once you are on the Print screen, you can select printing options:
 - To change the printer, click the drop-down box under Printer and select the printer that you want.
 - To make page setup changes, including changing page orientation, paper size and page margins, select the options that you want under Settings.
 - To scale the entire worksheet to fit on a single printed page, under Settings, click the option that you want in the scale options drop-down box.
 - To print the specific information, select Print Active Sheets or Print Entire Workbook.
5. Click Print.

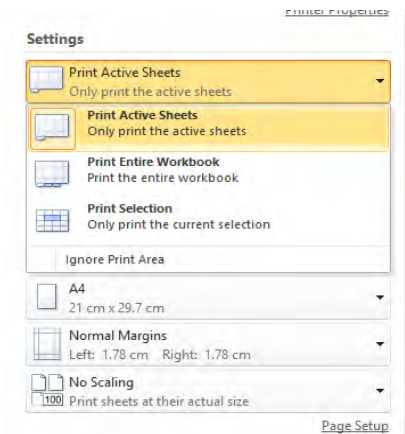


Fig. 3.3.34 Printing a worksheet

Practical

- Create a data sheet as per the specifications given:
 - Name the sheet Class_Details.xls
 - Create a table with column headers as – Roll No., Name, Date of Birth, Qualification, Age
 - Make a chart which depicts no. of students in various age groups.
 - Highlight the name of students with age less than 25.
- Recreate the following table in excel and calculate the total amount, deposits and balance.

	A	B	C	D	E	F
1	Cheque No	Date	Description	Amount	Deposit	Balance
2			Opening Balance		\$ 500.00	\$ 500.00
3	100	4/7/04	Office Supplies	\$ 78.50		\$ 421.50
4	101	4/7/04	The Phone Store	\$ 180.98		\$ 240.52

Exercise

- Tabs that are available in Excel Ribbon:
 - Data pane
 - Formulas pane
 - Page Layout pane
 - All of these
- Sort option is used to :
 - Sort the data in increasing order
 - Sort the data in decreasing order
 - Animation
 - Transition
- Chart option is available in:
 - Data tab
 - Home tab
 - Insert tab
 - None of these

UNIT 3.4: Internet and Network

Unit Objectives

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

1. Understand the internet and network
2. Understand the use of different applications of internet

3.4.1 Network

A group of two or more computers linked together is known as network. There are many types of computer networks, such as:

- **Local Area Networks (LANs):** These computers are in the same building.
- **Wide Area Networks (WANs):** The computers are farther apart and are connected by telephone lines or radio waves.
- **Metropolitan Area Networks (MANs):** This means a data network designed for a city or town.

3.4.2 The Internet has Changed Our Lives Completely

Internet is an international network of networks that consists of millions of private, public, academic, business, and government packet switched networks, linked by a broad array of electronic, wireless, and optical networking technologies.

The Internet carries an extensive range of information resources and services, such as the inter-linked hypertext documents and applications of the World Wide Web (WWW), the infrastructure to support email, and peer-to-peer networks for file sharing and telephony. It is a global system of interconnected computer networks that use the standard Internet protocol suite (TCP/IP) to link several billion devices worldwide.



Fig. 3.4.1 Internet

Applications of Internet

Work: Internet is used extensively at workplace, in media world is as the most important tools as it keeps them up to date with the events and current news.

Social aspects: Internet is also used for social media. Social networking sites such as Twitter and Facebook have unlimited users all over the world to communicate with their family and friends. These social websites can be accessed on cell phones, so the usage is high.

Education: Schools also use internet for teaching. Many schools use electronic projector systems where teachers show online program in the class room by using huge white board.

Entertainment: It is with the help of internet that we are able to listen to any music with a click of button. To listen to music or watch videos Youtube is used.

Note: Railway reservation, online banking, payment of bills and mobile recharge, entertainment and education are the most common applications of internet.

What is E-mail?

Electronic mail, most commonly referred to as email or e-mail is a method of exchanging digital messages from one to one or one to many. Modern email operates across the Internet or other computer networks.

What is a Web Search Engine?

A web search engine is a software system that is designed to search for information on the World Wide Web. The search results are generally presented in a line of results often referred to as search engine results pages (SERPs). The information may be a mix of web pages, images, and other types of files. Some search engines also mine data available in databases or open directories. Top 5 search engines are: Google, Yahoo, Bing, Ask.com and AOL.

Practical

1. Browse the internet using google.com and find the names of the CEOs of any 10 pharmaceutical organisations.

2. Write the benefits of Internet.

Exercise

1. Different types of network are:
 - a. LAN
 - b. WAN
 - c. MAN
 - d. All of these
2. Full form of www is:
 - a. Work with work
 - b. World wide web
 - c. World wide work
 - d. World well wisher
3. Which of the following is not a search engine?
 - a. Google
 - b. Yahoo
 - c. Microsoft
 - d. Bing

UNIT 3.5: Language Skills

Unit Objectives

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

1. Understand and practice reading and writing skills for a customer care executive (Relationship Centre)
2. Understand and practice speaking and listening skills for a customer care executive (Relationship Centre)

3.5.1 Listening Skills

What is listening?

Listening is one of most important skills, but it often gets overlooked. Listening is receiving language through the ears. Listening involves identifying the sounds of speech and processing them into words and sentences. Listening means to correctly receive messages in the communication process. A good listener will listen not only to what is being said, but also to what is left unsaid or only partially said. Listening involves observing body language and noticing inconsistencies between verbal and nonverbal messages. In a customer centric job, listening plays an important role.

We listen:

- To get information
- To understand
- To learn

Importance of listening for your job role:

A customer care executive is the first face to whom customers interact with. The motive for a customer to call in call centre is to listen to their queries, requests and complaints. So the role of listening is very crucial to your job.



Fig. 3.5.1 Listening Skills

As a Customer Care Executive you should:

- Interpret customer's requirement and suggest related product/offer/scheme.
- Respond to customer's Q R C (Query, Request, Complaint) with a relevant answer.
- Gauge customer's communication style and respond appropriately.
- Give clear instructions to customers.

Guidelines for effective listening

If you try and follow these guidelines while listening, you will become a better listener.

1. Don't talk too much

Try to listen more than you talk. Talk to clarify only when the other person has finished speaking.

2. Prime yourself to listen well

Focus fully on the speaker. When in a conversation put other things out of mind.

3. Encourage the speaker

Help the speaker to feel free to speak, in your case it would be the customer. It may also be your colleague or superior. Never forget their needs and concerns. Use body language such as other gestures or words to encourage them to continue.

4. Remove Distractions

Focus on what is being said: don't do other activities such as scribbling on paper, shuffling papers, arranging your desk, looking out of the window, etc.

5. Empathise with the speaker

Look at issues from their perspective. Put yourself in the other person's place and understand their point of view.

6. Be Patient

Don't try to finish other sentences, give them time to complete their thoughts. Don't interrupt pauses.

7. Avoid Personal Prejudice

Try to be impartial. Do not get irritated or get biased due to the person's habits or mannerisms.

8. Listen to the Tone of the Speaker

The volume and tone of voice, both are important and tell us more than the words what the speaker is trying to convey.

9. Non-Verbal Communication

Non-Verbal communication or body language such as Gestures, facial expressions, and eye-movements are very important. This will be useful while interacting directly with your friends, colleagues and superiors.

Now let's see a typical conversation between a CCE and a customer which shows active listening. A customer, Leena calls at the Customer Care Centre.

CCE: Good Afternoon! I am Kiran, how can I assist you?

Leena: Good afternoon Kiran. My name is Leena Kapoor.

CCE: Sorry?

Leena: My name is Leena Kapoor

CCE: Your name is Leena Kapoor?

Leena: That's right a...

CCE: Leena as I can see your VC number which is found on our system is 01501571890, is it right?

Leena: That's right.

CCE: Ms. Leena, as I can see, this connection is on your name and your mobile number which we have is 9800012345, is it right?

Leena: That's right.

CCE: And your e-mail id is name@hotmail.com, is it right?

Leena: That's right.

CCE: Thank you for giving us information. Sorry for the inconvenience. Ms. Leena, how can I assist you?

Leena: Just wanted to check with you about my M Tariff Plan, the date for deactivation is 23 February, when do I have to reactivate my plan?

<Pause for 2 seconds>

CCE: Sorry?

Leena: When should I reactivate my tariff plan meaning to say...recharge my SIM?

CCE: Alright, you are asking for tariff recharge plan.

Leena: That's right!

CCE: Am I right?

Leena: Yeah! Yeah! That's right!

CCE: Your next recharge date is 25 March 2014.

Leena: OK. Alright! Thank you so... much! Bye.

CCE: Ms. Leena you can check on your package due date either from SMS or my Plan M on net also. I am sorry for the inconvenience. Ms. Leena, you want any further information from my side?

Leena: No, thank you very much Kiran, thank you.

CCE: Welcome. Ms. Leena, thank you for calling ABC customer care centre. Have a nice day!

Leena: Thank you, bye!

3.5.2 Speaking Skills

What is speaking?

Speaking is an interactive process in constructing meaning that involves producing, receiving, and processing information orally.

Importance of speaking for your job role:

As a Customer Care Executive, it is very important to be effective at speaking. So, how you speak to the customers creates an image in the mind of the customer. So you have to speak effectively. Practice is the key for effective speaking. All good speakers and successful people practice a lot before speaking. If the listener does not understand what you are saying, the speaking skills are of no use.

As a Customer Care Executive you should:

- Be prepared
- Know your content well
- Use simple language
- Use examples - the customers will understand when you use examples
- Be aware of your body language so that it shows in your voice
- Discuss self-performance basis performance criteria with the supervisor
- Probe customers appropriately to understand the nature of problem
- Avoid using jargons, slang, technical terms and acronyms when communicating with customers
- Clearly communicate with peers/seniors during morning brief

Components of Speaking Skills

The important components of speaking skills are:

- Tone
- Comprehension
- Grammar
- Vocabulary
- Pronunciation
- Fluency
- Body language
- Rate of Speech

Tone

Tone involves the volume you use, the level and type of emotion that you communicate and the emphasis that you place on the words that you choose. If you speak with lack of energy and in a monotonous tone, then certainly the customer will get bored.

Comprehension

Oral communication requires a subject to respond to speech as well as to initiate it.

Grammar

It is needed that you arrange a correct sentence in conversation. The utility of grammar is also to learn the correct way to gain expertise in a language in oral and written form.

Vocabulary

One cannot communicate effectively or express their ideas in both oral and written form if one does not have sufficient vocabulary. Without vocabulary nothing can be conveyed. So, without mastering vocabulary in English learners will not be able to speak English or write properly.

Pronunciation

Pronunciation is the way to produce clear language when you speak. It is too technical for learners to understand pattern in a language. Pronunciation is the knowledge of how the words in a particular language are produced clearly when people speak. While speaking, pronunciation plays a vital role in order to make the process of communication easy to understand.

Fluency

Fluency can be defined as the ability to speak fluently and accurately. Fluency means speaking at a normal speed without hesitation, repetition and self-correction. To be fluent it's important, that you do not use fillers like "you know", "I mean", "ums", "ers", "aaahhhh", etc.

Body Language

Body language means communicating through body posture, gestures, facial expressions and tone of voice. Body language must be in sync with your words; otherwise it is likely to confuse customers. Positive body language is important in supporting your words and ensuring that your message is understood correctly.

Rate of Speech

A slow rate of speech makes the conversation disinteresting. Speak at a moderate pace and with appropriate volume. An executive should match his rate of speech with that of the customer.

3.5.3 Reading Skills

What is reading?

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

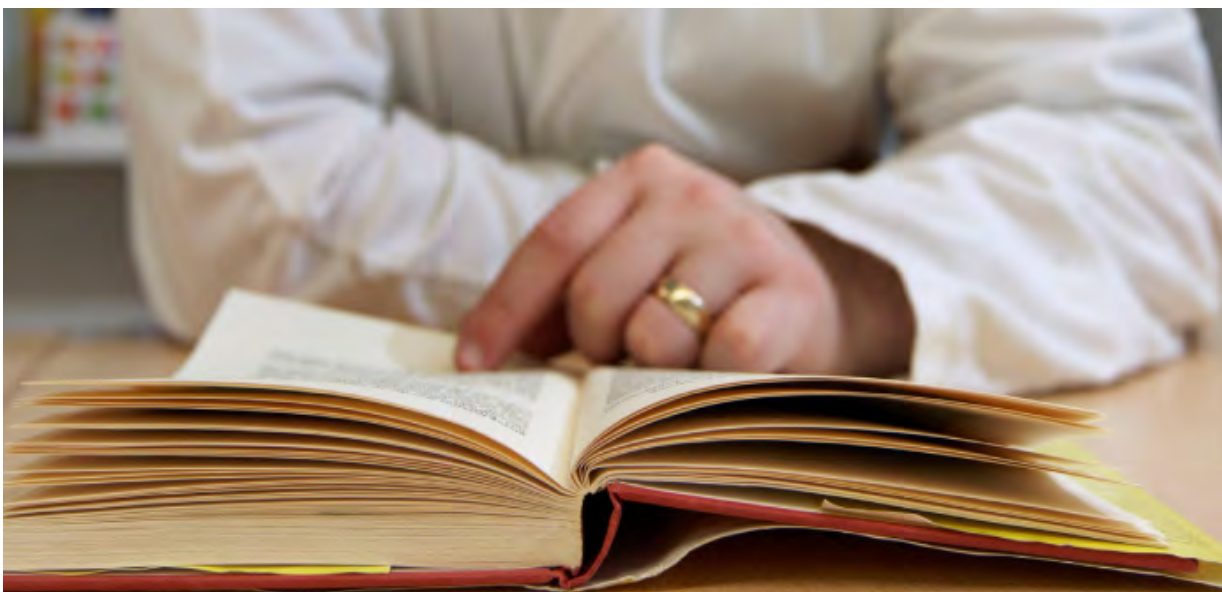


Fig. 3.5.2 Reading Skills

Importance of reading skills:

Good reading skills help you to comprehend ideas and understand documents. You can extract from reading a document what is important for the particular task you are employed for.

As a customer care executive, you will need to:

- Read data related tariffs, offers and schemes.
- Read daily, weekly and monthly reports.
- Analyse and comprehend daily, weekly and monthly reports, to monitor performance.
- Read about new products and services of your organisation through the intranet portal.
- Keep abreast with the latest knowledge by reading brochures and pamphlets related to your work.

Techniques for good reading skills:

There are three techniques for effective reading:

- Scanning
- Skimming
- Reading for detail

Scanning:

In a given text, scanning is used to look for a specific piece of information. In scanning, you don't pay attention to every detail, you only look for information that you specifically need. You can stop reading once you find the specific information.

Skimming:

Skimming is used to identify the main points in a document. When you skim read a passage, you should get all the essential information from the passage.

Reading for Detail:

When you read complete passage from the beginning to the end it is called reading for detail. You should read each and every sentence in the given document if you are reading for detail.

Practical



Practice reading this passage and then answer the questions given below:

Passage

The ICT (Information and Communication Technology) industry remains one of the most vibrant and dynamic global markets; as more and more people are getting connected, new applications and services are being developed and users' online experiences are expanding throughout the world. Living in a networked society certainly brings a host of exciting prospects, but also raises questions about how new technologies and services can best be used to achieve society's goals. In this increasingly digital environment, some key questions need to be addressed to assess the readiness of countries' legal and regulatory frameworks and assist policy-makers and regulators in pushing forward their national digital agendas within the context of a globalized, connected world.

Questions:

a) What is ICT industry all about?

b) Why is ICT industry still one of the most vibrant and dynamic global market?

c) What are the pros and cons of living in a highly networked society?

d) Who is responsible for addressing the key questions related to Telecommunication industry?

3.5.4 Writing Skills

What is writing?

Writing is a medium of communication that represents language through the inscription of signs and symbols.



Fig. 3.5.3 Writing Skills

Importance of writing skills

As a Call Centre Executive you will use your writing skills to write mails, reports and communicate effectively at work. As a CCE, it is very crucial to have effective writing skills because often you will communicate with others in the organisation through mails or written reports. For a brief writing style, omit needless words, combine sentences wherever necessary and reframe the sentences in the best possible way.

For example: Instead of saying, “Our main objective is to increase sales. Specifically, the objective is to double the sales in the next five years by becoming a more successful business.” you can say, “Our objective is to double the sales in next five years.”

As a customer care executive, you should:

- Plan, organize, and write.
- Assemble all useful information.
- Determine what is important.
- Choose what to leave out.
- Group the information logically.
- Record complete and correct customer information, complaints, queries & requests in the CRM/ Excel for clear information & action.

Practical

Writing Practice 1

The Birthday Party

Directions: Read the story below. Then finish it by yourself.

Today is my birthday. I am having a big party at my house. I have invited everyone in my class. I hope that they all come. My doorbell is ringing. I answer it. Three of my friends are at the door! The rest of my friends arrive. It is time for the party to begin. First, we play games. We play pin the tail on the donkey. Jasmine wins. My mom gives her a prize. She is very happy. I am happy that my friends are having fun. We also play tag and musical chairs. Next, we eat cake. My favourite kind of cake is chocolate with vanilla icing. My mom has made a special cake for me. She wrote "Happy Birthday" on it in red icing. Mom lights the candles. My friends sing the birthday song. I make a wish and blow out my candles. Now it is time to open presents. Ram hands me the first present. I unwrap it and open the box.

Writing Practice 2

Directions: Try to answer the question below.

Question: Which is your favourite day of the week? Why?

Example Answer: My favourite day of the week is Wednesday. I usually play football at night with my friends on Wednesday. I think football is the best sport in the world.

Exercise

1. What are the three objectives of effective listening?

2. How is body language important for a CCE?

3. Write any five components of speaking.

4. Write three techniques of effective reading.

5. Write 3 ways in which you could skim while reading.

6. Why is writing skill so important for a CCE?

Notes



4. Shop/Showroom/ Outlet and Self- Management



- Unit 4.1 – Morning Briefing
- Unit 4.2 – Professional Dressing
- Unit 4.3 – Store Management
- Unit 4.4 – Time Management
- Unit 4.5 – Code of Ethics and Code of Conduct



Key Learning Outcomes



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

1. Discuss the importance of briefing in the morning
2. Describe the importance of self - grooming
3. List down the importance of store management
4. Explain the importance of code of ethics and code of conduct needed for a CCE (RC)

UNIT 4.1: Morning Briefing

Unit Objectives

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

1. Discuss the importance of morning briefing

4.1.1 Case Study: The Essential Daily Technology

The Morning Briefing: The essential daily Technology, Media and Telecoms news briefing for senior executives.

Start the day empowered with key industry news, written and delivered by our specialist journalists direct to your inbox at 8.30am GMT, each weekday. The Morning Briefing has been established for more than 12 years, gaining an enviable reputation for clarity, relevance and expert story selection. The content is broken down by sector, including online news, broadcast, print, telecoms news, media policy developments and multimedia news content. It is delivered in an informed, concise format, compatible with handheld device for busy executives on the move. During working hours, high-level news alerts on major breaking TMT stories are delivered as soon as they occur, to ensure you keep up-to-date with the news agenda. An additional weekend round-up detailing the key developments from the weekend's TMT news is distributed every Monday by 6.30am - providing insight so that you're prepared with industry developments. The Morning Briefing's ever-expanding client list includes broadcasters, newspaper groups, online media companies, telecommunications companies, firms, consultancies, regulators, legal practices and market research firms. Executives, directors and senior managers find the Briefing and Weekend Round-up valuable as a solution to information overload.

What does the client list of morning briefing include?

4.1.2 Morning Briefing

As a customer care executive, the first and foremost thing you have to take care is of managing yourself. In managing yourself you have to manage the store as well. So let's learn in managing the above two aspects, what are the things we have to take care of. Morning briefing is first and crucial aspect of starting the day and goal in managing yourself and the store.

Briefings are the most common kind of oral presentation. Morning briefing is a lean process meeting held at the start of the day. It can be used to distribute news and also set the plan of action for the day. The Store Manager leads the meeting with the store team. It is very important part of the day for the CCE because it gives the



Fig. 4.1.1 Morning Briefing

purpose or plan of action for the day and sets the day. It aligns the team together. The store manager ensures that the briefing should always be accurate, brief and clear.

Some of the things that are discussed in a Telecom Relationship Centre, during morning briefing are:

- Obtain new product/services/process changes in the Industry
- New schemes/offers and targets of the products and services
- Share knowledge of latest trends in telecom industry
- Task Distribution from the Store Manager to the CCEs

As a CCE you should:

- Attend morning briefing daily before the store opens.
- Listen carefully to what the speaker is saying.
- Maintain eye contact with the speaker.
- Clearly communicate with peers/seniors during morning brief to understand the targets for the day & also review the previous day's performance.

Exercise

1. List few objectives of morning briefing.

Notes

UNIT 4.2: Professional Dressing

Unit Objectives

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

1. List down the dress code of a CCE (RC) - both men and women

4.2.1 Example

Before starting the session let's talk about a Call Centre in Japan, which focuses on professional dressing so much that it is mandatory to wear organisation's professional uniforms even for the call centre executives who do not talk to customers face-to-face but through phone call. According to the Chairman of the Organisation, "The professional dressing gives a sense of responsibility and relates them to organisation even when they are on call."

4.2.2 Call Centre Executive Grooming

When working at a Relationship Centre, CCEs need to present a neat and professional appearance as they are the once who meet the customers first and leave an impression in their mind. You should "feel good" about the way you look and project a positive image of self and the organisation. Being well-dressed is a compliment to customers you meet.

Once you enter your store/department you need to be dressed in full uniform as per company norms, and also properly groom yourself as per the service standards.

Appearance

The frontline person/team is the brand ambassador of the store. Customers visiting the stores are greeted by this team and are assisted by them. Hence, they are expected to present a neat and clean appearance.

You are the CCE and being a part of this team you should:



Fig. 4.2.1 Professional Dressing

- Follow organisational guidelines with respect to standard uniform and name badges.
- Wear name badges as per organisational guidelines.
- Have neat and clean fingernails, teeth, shoes, hair and face.
- Demonstrate a positive attitude.
- Maintain eye contact.
- Shake hands firmly.
- Neither interrupt nor argue.
- Lastly, remember to smile and be friendly.

4.2.3 Specific Uniform Guidelines

Sl. No.	Specifically for Men	Specifically for Women
1	Uniform prescribed should be clean and ironed.	Women with long hair should tie their hair. Not much oil should be applied.
2	Shoes should be clean and polished.	They should avoid bright coloured nail polish and long nails as they may distract customers or damage merchandise on display.
3	Hair must be short, clean and tidy.	Minimum, non-flashy jewellery should be worn.
4	One is expected to have a clean shaven look.	Dangling earrings, noisy anklets & bangles must not be worn on the floor.
5	Beard or moustache must be trimmed, neat and tidy	Only very light make-up to be applied (lip- stick of very light shades only).
6	Nails should be cut or trimmed neatly at regular intervals.	Any type of earrings studs & bracelets are not to be worn on the floor during official hours.

Exercise

1. What are the specific uniform guidelines for men and women?

UNIT 4.3: Store Management

Unit Objectives

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

1. List down the importance of Store Management

4.3.1 Store Management

The managing of a store, organising inventory, stationery, pantry stock and display of products and services etc. comprises of store management. As a Customer Care Executive, you are also responsible for managing the store. While managing the store you have to take care of the store atmosphere and visual merchandising. Let's talk about it one by one.



Fig. 4.3.1 A retail store

4.3.2 Store Atmosphere

As an Customer Care Executive, you must understand that every customer is precious. Keeping your store neat and clean is best way to attract customers and create a pleasant store atmosphere.

Here are a few things to keep in mind to keep your store neat and clean:

Cleanliness of the Counter

The counter where you display your goods must be clean and tidy. All handsets should be cleaned and wiped with an antiseptic solution cloth to prevent infections. All pamphlets, brochures and reading material must be properly displayed in the respective boxes.

At all times the store must look organised and clean.

Restrooms

Restrooms should always be clean and adequate even if they are not open for public use. Stock the bathroom well with paper products, soap and dustbins and make sure it is cleaned daily.

Music

Background music in a retail store helps to create a certain atmosphere for shoppers. Music that is too loud or inappropriate can ruin a positive shopping experience.

Clean Floor or Ceiling Tiles

Dirty carpets, stained floors and broken ceiling tiles can be a turn off. Cleaning, sweeping, vacuuming and repairs should be done on a regular basis.

Lighting

Replace any burned out light bulbs as soon as possible. Make sure all customer areas of the store have ample lighting. Your store should be well lit for all customers.

Odours

Bad odors give a bad feeling. Certain odors are understandable however, shoppers don't want to smell an employee's lunch or the toilet. Use neutralisers to combat any offensive odors. You can also use agarbatties and deodorants to make your store better.

Organized Billing Counters

The particular area where a customer's financial transaction is taking place should not show any signs of disorganisation. Keep those register areas neat and tidy.

Visual Merchandising

The purpose of visual merchandising is to attract customers to the merchandise for closer examination. Success in VM involves the use of design.

- **The elements of design include:** 1. Colour 2. Texture 3. Line 4. Light 5. Shape 6. Motion.
- **The principles of design are:** 1. Emphasis 2. Movement 3. Balance 4. Proportion. Emphasis is drawing the attention of the viewer to the most important part of a display. Movement refers to the way the design guides the viewers' eyes over an item or display.

Balance refers to the way items are placed around an imaginary centre line. Proportion refers to the size and space relationship of all items in a display. Store design is an extension of integrated retail communication. It is a powerful communication weapon. It communicates store image and plays a dual role of attracting customers, and inducing customer's purchase decision.



Planograms

Planograms are visual representations of a store's products or services. They are considered a tool for visual merchandising. According to the Oxford Dictionary, "It is a diagram or model that indicates the placement of retail products on shelves in order to maximise sales." Planograms therefore help dictate a retail store's layout. The ultimate effectiveness of the planogram can be measured by sales volume.

Planograms provide many positive benefits, such as:

- Allotting selling potential to every inch of space and satisfying customers with a better visual appeal to the customer
- Ensuring tighter inventory control and reduction of out-of-stocks
- Easier product replenishment for staff
- Better related product positioning
- Effective communication tool for staff-produced displays

Exercise



1. What is store management?

2. List five measures to maintain store atmosphere.

3. What is the role of visual merchandising?

4. What points should be kept in mind while managing the store?

Notes



UNIT 4.4: Time Management

Unit Objectives

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

1. Describe the importance of Time Management

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



Fig. 4.4.1 Time management

4.4.2 Importance of Time Management for a Customer Care Executive at Relationship Centre

As a CCE (RC), you need to attend to walk-in customers and perform other tasks of the store. To carry out these function, you need to:

- Manage time while performing multiple responsibilities of the store
- Manage one's own time and the customer's time by holding precise discussion and interactions
- Prepare assigned reports within available time limits

4.4.3 Time Robbers

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

Time Robbers could be:

- Poor personal planning and scheduling. For example, lack of planning at the start of the day would result in non-completion of tasks assigned for the day and finally result in non-achievements of targets.
- Interruptions by other colleagues. For example, gossiping with peers at the store is one of the time robbers for a CCE.
- Poor delegation of Authority. For example, if the right task is not assigned to the right person then generally a task is not completed and this leads to wastage of time.

4.4.4 Urgent and Important Matrix

Let's learn about Urgent and Important Matrix. This matrix will help you plan and organize your targets and schedule to help you meet the company's expectation of 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

Urgent and the important tasks	Non-Urgent but important tasks
DO NOW Handle customer complaints and issues Order from superiors Meetings with superiors	PLAN TO DO THEM Planning and scheduling of next day's activities Preparing or updating the daily report

Non-Important but Urgent tasks

REJECT AND EXPLAIN

Trivial requests from customers

Apparent emergencies

Misunderstandings at work

Pointless routines or activities

Non-Important and Non-Urgent tasks

RESIST AND CEASE

Playing computer games

Net surfing

Excessive cigarette breaks

Engaging in chat, gossip, social communication

Reading irrelevant and useless material

Exercise 

1. What are your time robbers?

2. What will you do as a CCE to manage your time at store?

Notes 

UNIT 4.5: Code of Ethics and Code of Conduct

Unit Objectives

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

1. State the need and importance of code of ethics and code of conduct

4.5.1 Case Study

Before beginning this session we will look at one case of an employee working in an organisation. It will give you a clear idea about the code of Ethics and code of conduct in any organisation. This story is about Ramaswamy, who is a very hardworking and sincere employee of an organisation. Once a client comes to visit him as he is responsible for attending to clients and finalising projects. After seeing the project he finalises it. The vendor, being very happy with Ramaswamy gifts him a pen. Ramaswamy thinks of it as a token of appreciation, accepts it. The vendor leaves. Everything goes well till one day when one of Ramaswamy's peers notices the pen. He points out that the pen was not a normal one but a diamond graded Swarovski pen. According to the organisation it was against the code of ethics to accept and use such high end gifts from a customer. Ramaswamy did not know. He was asked to leave the organisation.

1. If you were in Ramaswamy's place and the pen was gifted to you what would you have done?

2. If you were ask to leave the organisation how would you justify your action to your seniors and apologise for the violation of Code of Conduct of your organisation?

4.5.2 Code of Ethics

It's important to follow the code of ethics outlined by your company. These could be regarding different facets of your role, like the way you speak, the way you identify yourself, the way you deal with the data of the customer, etc.

The Code of ethics for an In-Store Promoter is:

Identification

- Always identify yourself as a representative of your company clearly indicating your role.

- Make sure you have your identity card with you at all times and show it to the customer voluntarily.
- Your Identity card must have the contact no of your supervisor/ company help line.
- Never misrepresent yourself as anyone else, like someone who is taking a survey, or anyone else.

Ethics

- Be ethical and fair as you deal with customers.
- Capture any promise you make to the customer as per your authority in the system.
- Always state the correct and exact amount to be paid by the customer for a purchase.
- Do not deal with the customers at a personal level. Always act as a representative of your company.
- Do not pay visits to the customer's house without company's acknowledgment.

Fraudulent Practices

Fraudulent practices can lead to immediate termination of employment, prosecution and police complaints of the concerned In-Store Promoter. The following practices are defined as fraudulent practices:

- Tampering, falsification or unauthorised overwriting of cheques, receipt books, drafts, and other negotiable instruments.
- Tampering, falsification and false commitments on receipts and settlement letters.
- Using the cash payment of customer for personal purpose, even if for a temporary period.
- False commitments to customers, verbal or written, promising waivers, settlements etc.

4.5.3 Code of Conduct

Your code of conduct requires you to behave like a professional. This requires you to keep a neat and tidy workstation. This reflects your thought process. It has been proven scientifically that a person in a neat area can think clearly. Ensure that all the paperwork you do in the whole day is stacked nicely at the end of the day.

We need to respect our workplace. We show our respect at the workplace by:

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

It is important for you as a Customer Care Executive:

- To be at work on time.
- To always take planned leave.
- Stay in a company till you have learned the ropes well.
- Not to job hop as it reflects poorly on your commitment to your organisation.



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5. Sell, Up-Sell and Cross-Sell

Unit 5.1 – Communication Skills

Unit 5.2 – Sales Process

Unit 5.3 – Data Confidentiality



Key Learning Outcomes

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

1. Describe verbal and non-verbal communication
2. Practice effective communication at work place
3. Discuss different types of selling processes
4. Explain importance of data confidentiality in the industry

UNIT 5.1: Communication Skills

Unit Objectives

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

1. List down different types of customers
2. Describe verbal communication
3. Describe non-verbal communication

5.1.1 Communication Skills

For selling, up-selling and cross-selling telecom products/services, the Customer Care Executive has to be at his best communication style. For effective communication, the CCE has to focus on four important things. They are:

1. Understanding the customer's communication style
2. Clarity in communication
3. The Art of Listening
4. The Art of Asking Questions

5.1.2 Understanding the Customer's Communication Style

You, as a call centre executive should gauge the customer's communication style and respond appropriately. You should switch to the customer's preferred language as and when required. You must not let the customers feel uncomfortable and annoyed by not facilitating them. Let us see the different kinds of customers and how to respond appropriately to them.

Types of Customers

Repeat Customer- The most loyal customer is a repeat customer or one who regularly purchases products from your store. This type of customer is the life blood of the business and should be respected, as such. Because they were satisfied the first time, they returned for more services or products. Therefore, as long as you continue to satisfy their needs, you have a repeat customer. It has been estimated that it can take up to five times more work to replace a loyal customer as it would to simply continue to service them well enough to keep them.

Discount Customers- Such customers frequently visits store but buy only when offered discounts on regular products and brands or they buy only low cost products. Focusing on such customers is also important as they promote a distinguished part of profit into business.

Impulsive Customers- These customers are difficult to convince as they want to buy impulsively. When they enter in the store they don't have any specific item in mind but simply have an urge to buy what they find good and productive at that point of time. Channelising these customers can be a challenge as they are not looking for a particularly product

but want to see a display of all useful products in front of them so that they can choose. If impulsive customers are treated suitably, there is a high probability that these customers could be responsible for a high percentage of sales.

Need Based Customers- These customers are product specific and want to buy items for which they have a specific need. These are frequent visitors but do not buy every time. These customers should be shown ways and reasons to switch to other similar products and brands and initiating them to buy these. For such customers, identifying and confirming customer expectation is very important. It is easy to lose these customers in the absence of positive interaction.

Wandering Customers- These are not sure what to buy so that they are least profitable. They visit stores mostly to confirm their needs on products. They search for features of the most promising products but do not buy them. To make them buy patiently tell them the positive features of the products so that they develop a sense of interest.

5.1.3 Clarity in Communication

A Customer Care Executive should clearly communicate with peers/seniors about tasks at the store. Try to communicate in a way that conveys your meaning and demonstrates respect for your listeners. To communicate with clarity be sure to:

- Know your point. Be crystal clear about what you want to achieve as a result of your communication.
- Limit yourself to the main points. If you say any more than that you confuse your listener.
- Focus on the individual's behaviour and avoid making slanderous remarks while speaking.

5.1.4 The Art of Listening

Effective listening is an active endeavour. It is much more than just hearing what customers say. Good listeners project themselves into the customer's mind. If a customer says he wants the "best" tariff plan, the salesperson needs to listen carefully to find out what best means to that customer. It could be in terms of rates or more minutes to talk or more messaging options etc. Through effective listening, the Customer Care Executive demonstrates concern for the customer's needs by selecting appropriate merchandise to present and demonstrate.

Techniques for active listening include:

Repeating or rephrasing information - One technique of showcasing active listening could be repeating or rephrasing what the customer has said already. A positive image of the CCE is created in the mind of the customer. He will have a feeling that the CCE is actually listening to him. Active listening means actually listening to what a customer tells you. It means asking clarifying questions when the customer says something vague or that requires elaboration. For example, if a customer enters the store, comes to the Customer Care Executive and says "I need a post-paid plan which gives me an SMS plan and also network connectivity. The call rate should be minimal. I want minimal STD rates also". Then the CCE replies, "Ok Ma'am I got it, you a post-paid SMS plan with tariffs for local and STD at a minimal rate. This is a good example rephrasing of information."

Summarizing conversations - Look at the given conversation:-

Customer: I want a broadband service for my phone.

CCE: What type of broadband plan you are looking for?

Customer: I want a plan which fulfils my need.

CCE: Ok Sir, do you want the plan for official or purpose personal?

Customer: For personal use.

CCE: Do you travel a lot?

Customer: Ya, once or twice a week.

CCE: Ok Sir, then let me make a description for you about your plan, you need a broadband plan for personal use, with roaming free facility.

The best plan for you is Plan 123. You can see its benefits in this pamphlet.

Tolerating silences

Tolerating silences means giving time to customers to feel comfortable in the store as soon as they enter the store. The Customer Care Executive should give time to customers to first see the products' leaflets, brochures and pamphlets and examine it on their own. The executive should not disturb the customer. After sometime he can approach the customer.

5.1.5 The Art of Asking Questions/Probing

Salespeople should ask questions for several reasons. First, questions get the customer to participate in the sales process. By asking questions, executives encourage customers to actively engage in a conversation rather than passively listening to them. Participating in a conversation makes them more likely to hear and remember what is said. Second, questions show customers the salesperson is interested in them. Finally, salespeople can collect valuable information using questions.

Here are some guidelines for effective questioning:

- Encourage longer responses. Don't ask questions that can be answered with a simple "Yes" or "No". For example, ask, "What do you know about this brand?" rather than "Have you heard of this brand?"
- Space out questions. When an executive asks several questions one right after the other, customers may feel threatened. One method for spacing out questions is to encourage customers to elaborate on their responses.
- Ask short, simple questions. Avoid questions with two or more parts. When faced with complex questions, customers might not know which part to answer, and the salesperson might not know which part of the question is being answered.
- Avoiding leading questions. Leading questions just put words into the customer's mouth and do not tell the salesperson what the customer is actually thinking. The question – "Why do you think this is a good service?" gets at a customer's positive thoughts but does not reveal their reservations.

5.1.6 Exhibit: Sample Questions

1. Would like to have a glass of water (To make customer comfortable)?
2. How may I assist you (To understand customer needs)?
3. Do you have a Pre or Post-paid connection (To understand customer's preferred choice)?
4. Which company's SIM are you using currently (To know customer's choice or brand)?
5. What is your usage (To know customer's usage rates and offering them best suited plan as per their usage)?
6. Did you travel a lot (If yes, show them a fast connection plan. If the customer travels out of the state then give information about national roaming incoming free)?
7. Do you use internet (If yes, show a plan having high internet usage e.g.: a plan having 2 GB 3G data and 5.76 mbps upload speed. It helps to send emails, instant messaging, play YouTube and much more)?
8. Do you call a specific number frequently (To give them a plan suitable to their need. For example in this case the plan would be "Free calling to one local brand number")?
9. How many text messages do you send in a day (To give them a plan suitable to their need. For example in this case the plan would be "3000 SMS local and national")?
10. What kind of a phone do you have (To know customer's choice or brand)?
11. Which scheme do you think best suits your usage or daily activity (To know customer's opinion and act accordingly)?
12. What feedback have you got from your friends and relatives who recommended this scheme to you (The executive requires this information for understanding people's feedback)?
13. What is the one thing that you like the most in this scheme (To find out which feature attracts customer the most)?
14. What are your expectations/requirements for this product/service (To know customer's expectations)?
15. What are the best things about this scheme (To know customer's needs)?
16. What other issues are important to you (To know customer's choice)?

5.1.7 Interpreting and Using Nonverbal Communication

Nonverbal communication is non-spoken form of expression—body language (body angle, face, arms, and hands), space, and appearance—that communicate thoughts and emotions. A CCE needs to:

- Interpret customers' nonverbal signals and
- Use nonverbal communication to improve their selling effectiveness.

It is hard to interpret nonverbal signals by observing only a single gesture or body position. Call Centre Executives, thus, need to consider the pattern of signals a customer generates to interpret the person's feelings. To increase their effectiveness, salespeople can also use nonverbal signals as follows:

- Use cooperation signals to indicate sincere interest in helping customers satisfy their needs. Avoid power signals. They intimidate customers and make them feel uncomfortable.
- Nothing creates rapport like a smile. The smile should appear natural and comfortable not a smirk or clown like exaggerated grin. To get the smile right, practice in front of a mirror.

- Direct eye contact reflects sincerity; glancing from side to side or at a wall has the opposite effect. But staring can make a customer feel uncomfortable.
- Hand movements can have a dramatic effect. Pointing a finger can be used to reinforce important points in the presentation. Too many hand gestures can distract attention from the verbal communication.
- Good voice and speech habits are critical. To avoid monotony, salespeople should vary the rate and loudness of their speech. Simple messages may be delivered faster than more complex messages.

5.1.8 Patterns of Non Verbal Communications

Interpretation	Body Angle	Face	Arms	Hands
Power, dominance, superiority	Exaggerated leaning over	Piercing eye contact	Hands on hips	Hands behind neck or back
Nervousness, submission, apprehension	Fidgeting or shifting from side to side	Head down. Minimum eye contact	Hands to face, hair. Rubbing back of neck	Wringing hands, Fingers clasped
Disagreement, anger, scepticism	Turning body away	Negative shake of head, frown Lips pursing eyes squinting, chin thrusting out	Arms crossed, Finger under collar	Finger pointing, Hands gripping edge of display.
Boredom, disinterest	Slouching against display	Lack of eye contact, looking at the door, at the watch	Touching the nose while speaking, Pulling an ear while speaking	Playing with an object on display case, drumming on display case
Suspicion, secretiveness, dishonesty	Moving body away, Sideways glance	Avoid eye contact, Squinting eyes, Smirking	Pinching bridge of nose, tugging at clothes, scratching head	Fingers crossed
Uncertainty, indecision	Pacing back and forth	Head down or tilted, biting lip, shifting eyes left and right	Hand gripping chin, putting glasses in mouth	Pulling neck
Evaluation	Head tilted slightly, Ear turned toward speaker	Slight blinking of eyes, squinting. Eyebrows rose, nodding	Putting hands to chest, free movement of arms and hands	Putting index finger to lips
Cooperation, confidence, honesty	Back and forth movement of body	Good eye contact. Slight blinking smile	Hands on hips	Open hands

Practical

1. Identify the given non-verbal expressions and write in the space provided.







2. Prepare a role play on the given techniques for effective listening:
 - a. Repeating or rephrasing information
 - b. Summarizing conversations
 - c. Tolerating silences

Exercise

1. List four kinds of customers and the ways to handle them.

2. Write any three guidelines for effective questioning.

3. Write any five patterns of non-verbal communication.

UNIT 5.2: Sales Process

Unit Objectives

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

1. Describe the techniques of selling, up-selling and cross-selling
2. List down objections and their types

5.2.1 Sales Process

Selling is an act of promotion and influencing customers to buy a product or service, in return for money or other compensation.

Selling:

Selling is trying to make sales by persuading someone to buy one's product or service. In the most basic terms selling can be said to be giving or exchanging goods for money. Today, however, with the growth of marketing, selling does not only mean mere give and take but also refers to the attending of consumers' needs. It is the way you help customers to buy products and services of your business.



Fig. 5.2.1 Sales process

Up-selling:

Effective sales promoter suggests additional items before the original sales transaction is completed. In a display, there are many other items (usually of lesser price than the main product) displayed along with the main or core product. Such items usually compliment the main product. Pushing for add-on sales is the responsibility of the sales promoter, as he/she is the one who interacts with the customer. For example, extended warranties, extra batteries, covers, other accessories etc.

When selling additional items, sales promoter should avoid becoming too aggressive. The sales promoter can mention available merchandise without offending the customer. When additional suggestions are appropriate, the Store Promoter should make them in a positive way. Asking “Anything else?” isn’t as effective as saying “You’ll need a cover for your new phone.”

Tips on Up-Selling and Cross-Selling

- Once your customer has made a decision to buy, their wallet or pocketbook is open, and additional purchase decisions are much easier.
- Mention the add-ons before the sale is completed, but after the major purchase decision has been made. Do not rush to make an add-on sale before the customer has actually made up his/her mind to buy the main product.
- If you’re offering products or services your customer needs, recognise that you are actually helping them. Be sure to put forward the add-on offer in such a way that you make it clear that you are helping the customer rather than merely making money.
- Offer relevant add-ons to your customers based on their shopping cart content or past purchase history. Use about techniques like “you might also like” and “other customers purchased”. These techniques will help you assure the customer that the add-on items are really helpful items.



Fig. 5.2.2 Up-selling

- Make sure whatever you offer your customer is adding value to their original purchase. If not, then the customer will simply feel that you are trying to cheat him/her.

Cross Selling:

Cross-selling is the action or practice of selling an additional product or service to an existing customer. The objectives of cross-selling can be either to increase the income derived from the client or clients or to protect the relationship with the clients. For example, if someone comes to the store to recharge his phone, you can sell a 3G internet pack along with it.

Importance of Selling, Upselling and Cross Selling in your job:

The success of business is dependent on the ability to meet the needs of your customers and sell your products and services in a way that is sustainable. Effective selling can make a significant improvement to the profitability of your business in both the short and long term.

It is impossible for a business to stay in the market unless they make substantial amount of sales. No matter how good



Fig. 5.2.3 Cross selling

your products/services are, till the time it does not meet the requirement of customers, it will not have considerable amount of sales. Hence, it is essential for a business to put in necessary amount of effort in selling their products and service.

As a Call Centre Executive, you can promote sales by:

- Educating customers about products, services and new offers. For e.g. showing brochures of new plans and product offerings.
- Planning and executing customer engagement initiatives to facilitate brand recall and customer satisfaction. For example, customer satisfaction surveys conducted by an organisation.
- Identifying problems narrated by the customer and providing appropriate resolution.
- Identifying opportunity to sell/up-sell and cross-sell.
- Read about new products and services with reference to the organisation.
- Keep abreast with latest knowledge

Let us understand the selling process in detail. The steps involve:

- Approaching the customer
- Probing to identify needs
- Presenting and demonstrating products and services
- Handling Objections/Reservations
- Making the sale
- Building future sales

STEP 1: Approaching the Customers

In the first stage of the selling process, the Customer Care Executive approaches customers with unsatisfied needs and tries to stimulate problem recognition. Approaching a customer is a method of getting the customer's attention and building interest in the merchandise quickly.

Purpose of Approach: The purpose of the CCE's approach is to narrow the customer's focus from a broad generalized interest to a consideration of specific items.

Elements in Approach: The approach consists of greeting the customer with a genuine smile, introducing yourself by name, developing rapport, and getting the customer to consider specific merchandise. Many customers are anxious, particularly, when considering a change. Customers also may feel threatened, thinking a CCE is going to be too aggressive. The customer's anxiety can be reduced by a smile or an introduction and welcome note.



Fig. 5.2.4 Approaching the customer

The initial rapport building continues until the customer's verbal or nonverbal communications indicate he is ready to talk about the merchandise. Then the CCE starts to direct the customer's attention by asking a question, mentioning a feature or benefit of the merchandise, discussing the good's manufacturer, or pointing out a special value. Given below are examples of these techniques:

"I am Ranjan, may I help you to choose an SMS pack you are looking for"

"In this section different internet connections that suit the needs of different people are available. I will explain you the ones that suit you"

"This plan has many benefits. This plan has free calling on one local number, 1500 SMSs as well as 2 GB of 3G data free."

"Try this plan, it has many feature like, you may download Hello tunes, ringtones and wallpapers of your choice. This pamphlet gives you all the details."

"Do you like to call or message?"

After the initial contact has been made, the next step in the retail sales process is to collect some information from the customer.

STEP 2: Probing to Identify Needs

In the second stage, customers search for information to satisfy their needs, and the CCE collects information about customers so they can determine what merchandise might be appropriate. Through questioning or probing, the CCE must find out what the customer is looking for. What product the customer has currently and what are his needs that might be used to get information about the required product. For example - "Do you want a call plan that has less roaming charges?"



Fig. 5.2.5 Probing to identify needs

Also collect information about the customer's preferences for pre or post-paid plans and internet usage. Understand the exact need or expectation of the customer. You have to understand their buying pattern and offer customized solution. That means you have to do selling based on customer analysis. Customers often want to know the CCE's opinion. Even when customers come in knowing what kind of plan they want, they might want to know the CCE's opinion about the features and benefits of various plans.

Consider the conversation below:

Customer: I am looking for a new connection for my phone.

Executive: Ma'am which connection are you using currently?

Customer: Right now I am using the SIM of ABC company.

Executive: Which features do you not like about the connection from your experience?

Customer: Oh! I had a huge network problem issue with this connection and also the plans were not matching my needs.

Executive: Ok ma'am. Where do you operate your phone the most?

Customer: I travel by road frequently to rural areas as I work in an NGO.

Executive: Ma'am I understand the network issue now, please tell me what is your usage like, do you surf the net, and prefer calling or messaging?

Customer: I need to use email very often and yes I do a lot of messaging.

(Here the executive probes or in simple terms questions the customer in order to identify her needs)

To satisfy the customers' needs, the CCE must ask questions and then listen carefully to customer's replies and comments. Effective listening is the most important step in building rapport with customers. In the third stage, The CCE presents and demonstrates the features and benefits of the product to assist the customer evaluate alternatives.

STEP 3: Presenting and Demonstrating Products and Services

In the third stage, CCE presents and demonstrates the features and benefits of the product or the services to assist the customer to evaluate alternatives. A suitable product has to be introduced to the buyer. For this the executive should have thorough knowledge of the complete range of products/services he is selling and that of the competitors also. He should be aware of the strengths and limitations of company's products and services.

Benefits

Customers buy benefits, not features. A benefit is a specific need that is satisfied when a customer buys a product. In every buying situation customers ask themselves, "What am I going to get out of buying this merchandise?" A CCE answers this question by explicitly indicating which need of the customer will be satisfied by the product.

For example:

- Our company has the highest connectivity in the entire country. You will have seamless connectivity in the North Eastern states of India.
- "Yes, we have a range of broadband plans that exactly suit your requirement. The price will vary and the features are.....". "As you need a connection to watch films primarily, you can take and HD connection because it has good quality and...."



Fig. 5.2.6 Presenting the product

STEP 4: Handling Objections/Reservations

Objections can arise at each stage in the sales process. For example, a customer may not be willing to talk with a Customer Care Executive during approach. Reservations can also arise when the CCE is presenting the product.

Types of Objections/Reservations

Some common reservations arise because the customer does not want to buy at the time or is not satisfied with the price, the product, the store and its service, or the Customer Care Executive. Customers often resist making an immediate decision. A list of these reservations can be seen below:

Types of Reservations

- Timing: I haven't made up my mind
- Merchandise: I don't think this is made well.
- Sales person: I don't like him.
- Price: This is too expensive
- Decision: I will have to talk it over with my wife or I think I'll wait awhile.

These reservations indicate the customer is not convinced of the need for the merchandise or its benefits. The real reason for postponing the purchase may be the price or the merchandise itself. Also, some customers just do not like to make decisions. Reassurance works better than pressure with indecisive customers.

Uncovering Objections

The reservations customers' state are often just excuses for not buying. Usually the customer gives a reason that appears to be the real reservation. Some customers agree to everything or make no comments. Then they decide not to buy the merchandise. In such a situation the CCE must uncover the reason.

Methods for Handling Reservations

The best approach for handling reservations is to relax and listen. Allow customers to verbalize their feelings completely. Ask questions to clarify their reservations, but don't interrupt to provide an answer even though the answer might seem obvious.

A Customer Care Executive needs to respond to reservations in a way that will not start an argument. One way is to turn the customer's statement into a question. A CCE should aim to soften the reservation by getting on the customer's side. This can be done by agreeing with and then countering the objection. Customers usually expect the CCE to disagree with an objection. Instead, the CCE should recognize that the objection is offered sincerely and respect the customer's view.

After agreeing, the CCE should proceed to provide information the customer might not be aware of. Skill is necessary in stating the counter. For example, the CCE might respond to the reservation,

"I don't like this plan as sometimes my balance is deducted" by saying, "You know, Sir, I felt the same way when I first used this plan, but it has so many useful features and benefits like low internet pack, free minutes and free SMS that

I can't afford to switch to any other plan." With such a counter, the CCE agrees that the customer's reaction is not unusual but then proceeds to turn the objection into a benefit.

STEP 5: Closing the Sale

Closing a sale occurs when the seller and buyer agree to the conditions of the sale and the buyer makes a firm commitment to the transaction. You have to create a win-win situation with the customers by convincing them to buy products/services as well as fulfilling their needs. Closing the sale should not be seen as a transactional event, but rather as the natural ending of the sales process. There can be different ways of finally closing the sales. They are explained with the help of examples.



Fig. 5.2.7 Demonstrate the product

Direct Close: "Shall I finalize this Sir?" or "Shall I make the bill please?"

Test Close: "Do you have all the information to make a decision for buying the SIM?"

The Suggestion Close: "I suggest that you go for M Post-paid plan as it matches your current requirement."

Assume Close: "When would you like to the connection to be installed?"

Alternative Close: "Which will it be Sir the 'My Plan abc' or the 'My Plan xyz'?"

STEP 6: Building Relationships and Future Sales

This is extremely important especially for selling services as telecom products and services sales which consist of lots of upgrades. The relationship between a customer and a Customer Care Executive should not end when a sale is made. It is becoming increasingly important for CCE to build long-term relationships with customers so they will return to the centre and seek out the Centre Executive the next time they're buying.

Methods for building goodwill include:

- Keeping the customer's interest paramount
- Reaffirming the customer's judgment
- Ensuring proper use of the merchandise
- Handling customer complaints
- Remembering the customer between visits and
- Providing "above and beyond" service

Basically the CCE has to sell, up-sell and cross-sell products and services in a Relationship Centre. To know about different types of plans refer to Annexure -2.

Given below is a conversation which shows a typical sales process and the various stages involved in it.

5.2.2 Building Relationship for Future Sale- an Example

Executive: Hello Ma'am! How may I help you?

Customer: I am looking for a new connection for my phone.

(Approach the customer after some time when she enters the centre)

Executive: Ma'am which connection are you using currently?

Customer: Right now I am using the SIM of ABC company.

Executive: Which features of the connection do you not like? What has your experience been?

Customer: Oh! had a huge network problem issue with this connection and also the plans were not matching my needs.

Executive: Ok Ma'am. What is your usage like? Do you surf the net? Do you prefer calling or messaging?

Customer: I am very fond of surfing the net and yes, I do a lot of messaging.

(Here the executive probes or in simple terms questions the customer in order to identify her needs)

Executive: Ok ma'am I have the best plan for you. This will provide you 2 GB of 2G internet connection for Rs. 89 and also 2000 (Local + STD) SMS just for Rs. 50.

Customer: No, actually I prefer a 3G connection.

Executive: No problem Ma'am, we have another plan for you. You can go for the "My Plan xyz", which gives you a combo pack of 2GB of 3G data for Rs. 99 and 2000 (Local + STD) SMS for just Rs. 50.

(The executive should know how to handle objection and should suggest a solution to it)

Executive: Ok Ma'am, shall I finalize this plan for you?

(The executive should not waste any more time in case the customer changes her mind. The executive will ask for her permission to close the sale)

Customer: Ya sure, thank you very much.

Executive: Thank you ma'am for visiting the store. Hope to see you in future.

(A simple effort can help in building relationship for future sale)

Customer: Thank you bye.

Executive: Bye.

Exercise

1. List five types of selling techniques.

2. What is the difference between up-selling and cross-selling? Give examples and explain?

3. Write the steps involved in the selling process.

4. What are reservations?

5. Write any three types of reservations.

Notes

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

UNIT 5.3: Data Confidentiality

Unit Objectives

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

1. Explain the importance of data confidentiality
2. Practice data confidentiality measures

5.3.1 Case Study

Before beginning this session we will look at one story which will give you a clear picture about data confidentiality. This story is of Aman, who is a CCE at a Relationship Centre. He used to work in the organisation and always planned to make more money. Once an outsider came to the Relationship Centre for some query. After seeing that no one was in the store except Aman, as it was lunch time, the man started talking about his real intention. After seeing that Aman was also taking interest he told him that he wanted personal details of the customers like contact number, address etc. for his own business. He promised Aman that he would pay per hundred customers. Aman was excited and agreed to the deal, as he had access to all the customers' information. Gradually, he started sharing the information with the man. After some time, a colleague of Aman, Sudhanshu caught him red-handed, as he had listened to their conversation on phone. He immediately informed senior authorities. Every one praised Sudhanshu for his work. Aman was fired from the job. He also realised that the man had fooled him and not paid him any money for his "kind" work.

1. If you were in Sidhansu's place what would you have done?

5.3.2 Data

Data is the primary asset of any organisation and its security is essential. This data could be:

- Client information such as their phone, financial or personal details
- The way your organisation functions, like its process flow, the way departments work, names and contact information of those people.
- Policies and procedures of your organisation.

5.3.3 Information Security

It is important that as an call centre executive, 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 financial and personal information to anybody other than the account holder that to after verification.
- Classified information, written or verbal should not be given to any person/ customer/ competitor/ without permission.
- Be careful not to share information about one customer with another.

5.3.4 Client Confidentiality

The client places a lot of trust in the organisation and in the In-Store Promoter before sharing his information. It's crucial for the In-Store Promoter to maintain that trust and faith by maintaining the confidentiality of the client's information. It's a criminal offence to share this data. If you are found guilty, you can be convicted and imprisoned.

The measures that organisations take to maintain data security are:

- The data received from the client during the time of processing in any form such as hard copies or soft copies 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.
- At the entry and 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 drives, disk drives or any other storage devices are not allowed in the individual PCs and in the office premises without prior permission from authorised management team members.
- The professional firewall system restricts the users to surf or access unauthorised 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 In-Store Promoter to ensure that he doesn't use or access or try to dig for unauthorised information.
- Limited access to the network is given through login IDs and password protection.
- Passwords and access controls are well defined for authorised internal persons.

Practical



Visit a Relationship Centre and figure out the data confidentiality measures to be implemented in that particular centre

Exercise



1. Why do you think these measures are taken by any organisation?



6. Service Desk and Customer Management



- Unit 6.1 – Service Desk
- Unit 6.2 – Customer Management
- Unit 6.3 – Addressing Quick Responding Time (QRC)
- Unit 6.4 – Customer Feedback
- Unit 6.5 – Interpersonal Skills
- Unit 6.6 – Dealing with Unhappy Customers
- Unit 6.7 – Rapport Building



Key Learning Outcomes



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

1. Explain the concept of service desk and service management
2. Explain the concept and phases of customer service management
3. Identify and address customer quick responding time (QRC)
4. List down the importance of customer feedback
5. List down the importance of interpersonal skills
6. Describe the steps involved in dealing with angry customers
7. Explain the need of building rapport with customers

UNIT 6.1: Service Desk

Unit Objectives

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

1. Explain service provided by CCE to customers
2. List the different types of customers

6.1.1 Service Desk

Let us understand what Service Desk is and how it operates.

A service desk is a Relationship Centre that provides a single point of contact (SPOC) between a company and its customers, employees and business partners. The purpose of a service desk is to ensure that users receive appropriate help in a timely manner.

Service desks are designed to handle Queries, Complaints and Service Requests. The purpose of a help desk is to ensure excellent Customer Service to ensure customer retention and loyalty.

Some of the services provided by these centres are given below:

- Provide easy facility to take a new connection
- Subscribe to any value added services and get more information about them
- Facilitate payment of bills
- Provide account related information after verifying customer details
- Assess the customer documents for completion & correction and process them
- Give an estimate of possible resolution time to the customer, if an immediate solution is found

In a Relationship Centre, basically the CCE has to concentrate on three types of customers. They are:

1. Existing customers
2. New customers
3. Potential Customers

To provide the best service a CCE must try:

- To organize all the walk-in customers, through a manual or a token system.
- To prioritize customers on the basis of their category and attend to them accordingly, while doing so always reassuring all the customers that he will attend to them at the earliest and requesting them to wait for their turn.
- Provide an estimate of resolution time to the customer, if an immediate solution cannot be found.



Prepare a chart on the operation of service desk



- ## Exercise
1. Name some of the services provided by a Relationship Centre.

 2. Name the three types of customers.

[illegible]

UNIT 6.2: Customer Management

Unit Objectives

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

1. Explain the concept and phases of customer service management
2. Practice customer service management

6.2.1 Customer Management

Customer management means to deliver positive customer experiences which lead to customer loyalty and new business generation through referrals. A service desk can enhance the customer's experience and satisfaction, expand their lifetime value and improve business.



Fig. 6.2.1 Customer management

6.2.2 Customer Service

Service is the commitment to providing a high quality of service to customers with a positive attitude, knowledge, technical support, in a timely manner.

Phases of Customer Service Management:

1. Pre-Customer service

- Putting products in order (in proper shelf, stacked together with similar products, cleaned regularly etc.)

- Getting product knowledge (company, price, user instruction, etc.)
- Information about competitors (which other company is selling similar products, their price, comparative features, advantage of your own product etc.)

2. Customer Service

- Attend to customers (Greet, introduce products, understand needs, give information asked for like guarantee, features, advantages, discounts, etc.).
- Give product choices and information (offer different products available, give information like guarantee, comparative features, advantages, discounts, etc.).
- Offer the best solutions to the customer (help to make the best choice keeping all interests in mind to ensure that a sale can be closed as well as ensure that the need of the customer is fulfilled).
- Handle customer queries, requests or complaints (such as renewal of subscription, queries on new plans, complaints about network troubles or overbilling, troubleshoot and resolve customer's product/service related issues).
- Clear doubts or queries, if any about price, quality, features, and handle objections).

3. Post-Customer Service

- Analyse what more service can be offered (check the current service offered and plan how the customer service can be made better)
- Seek customer's feedback in feedback register/diary/booklet
- Bring about the modifications in practice (execute the plan of making the customer service better)

6.2.3 Verification

Verification of the Customer

To most of us, there may be some instances where we called customer service, it could have been just an inquiry or a complaint. However, have you observed that in almost all of your calls, the representative asks for your identification? Why is call verification so important?

The answer is to keep customer's data and service safe. For example, if the CCE does not follow the verification process and activates some service the customer will come to know of the new service when he receives the bill.

Verification Scenarios

The CCE is supposed to verify under the following scenarios:

- Balance depletion
- PUK information
- Activation and deactivation requests
- B number (the number being called) information
- While raising request/complaints (except DND (Do Not Disturb) and network)

Verification Parameters

A CCE can ask following questions (only two) to verify the customer before activating and deactivating any service

- Name of the customer (As per CRM)
- Address of the customer (As per CRM)
- Proof submitted by the customer
- Frequently dialled numbers
- Last 3 calls or SMS numbers
- Date of birth of the customer

6.2.4 Escalation Process

Before escalating call of the customer a CCE should make an attempt to identify and resolve QRC in following ways

- Empathize with the customer
- Listen attentively to the customer's QRC and not interrupt
- Review the account and complaint details
- Ask probing questions to ensure a clear understanding of the issue.

Take appropriate steps to correct the issue

If the customer still insists on speaking with a manager:

- Escalate the call to the supervisor instead of arguing with the customer.
- Provide the supervisor with information regarding the customer and the issue.
- If no one is available immediately to handle the customer's call, offer the customer the option of receiving a call-back from a member of management within stipulated time.
- Inform the customer that you are transferring his call to the supervisor.



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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

UNIT 6.3: Addressing Quick Responding Time (QRC)

Unit Objectives

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

1. Explain how to handle, resolve and follow up customer queries

6.3.1 Addressing QRC

As we have seen another key task for a CCE at an RC is to respond to questions and inquiries, about products or services and, handle and resolve complaints. As a CCE, you need to:

- Categorise the nature of customer's interaction as a query, request or a complaint(QRC) and record it
- Obtain and address adequate information from the customer to login QRC

In this chapter we will learn about different types of customer's interaction at a Relationship Centre and how to handle them.

There are mainly three types of customer's interaction at a Relationship Centre:

- Query
- Request
- Complaint

6.3.2 Customer Query

A query is a question or inquiry. When the customer makes a query he/she is trying to get information about a product or service from the CCE.

General Queries at Relationship Centre

- Balance /Billing enquiries
- Account Related
- New products or services
- VAS related
- Tariffs and recharge related

SIM/PIN/PUK related information

The PIN is the Personal Identification Number that is configured for your SIM card and has to be enabled on the handset. This is any 4-digit number that you can set up on your SIM card. Each time when customer switches on his handset, there will be a request to enter the PIN. If the PIN is entered wrongly 3 times, the customer will get a request for a PUK code, which is the Personal Unlock Key.

The PUK can be obtained from Customer Care. If the PUK is entered wrongly 10 times, the SIM gets block and will have

to be replaced at a nominal charge.

The balance and validity along with other services will remain as it was earlier after SIM replacement

Customer can retain your old contacts if backup of the contacts has been created. However, in case of lost SIM cards, contacts cannot be retained.

6.3.3 Customer Request

Through a request, a customer makes a request for a product or a service.

Types of requests

- Request Open
- Request Self-Closed

Request Open

In this, the executive will have to take action together with providing information.

For E.g. Activation/Deactivation of a Service which can be only processed through backend.

Example of Request-Open

A customer walks in to a relationship centre and requests the CCE to change his tariff plan; he informs the customer it will be changed from the next billing cycle onward and tags it as request in open option. He has done so because he does not have the rights to change tariff plan from his own end.

Request Self Closed

In this, the executive will take an online action together with providing information.

Example:

1. Instant Deactivation of a Service through vendor link.
2. Instant Activation of a Service through vendor link.

Example of Request-Self Closed

A customer calls the relationship centre and requests the CCE to deactivate the caller tune of his number. The executive deactivates it from his system and informs the customer. Here the CCE has rights to deactivate caller tune so he tags the request as “self-closed”.

6.3.4 Customer Complaint

In a complaint customer complains against services due to facing some issues.

Types of Complains:

- Complaint Open
- Complaint Self-Closed

Complaint-Open

A CCE registers complaint as Open in the following scenarios:

1. Gap in Service
2. Gap in Product
3. Gap in Process
4. Validated Disputes
5. Benefits not received

Open Complaints can be resolved by the back-end team only.

Complaint-Self-Closed

A CCE should self-close a complaint in the following scenarios:

1. Online Waiver

The CCE can give waiver to the customers within some limits. For example, a customer refuses to pay penalty for delay in payment as he got bill on the due date. The CCE can give a waiver to the customer and close the complaint.

2. Planned Downtime

In case the CCE is aware of planned downtime in the region, as the network team is restoring a site and if a customer is calling from the same region he can inform the customer and close the complaint.

3. Known issue of benefits not received

For example, in a recharge promo a customer is supposed to get Rs. 50 extra on recharge of Rs. 500. However, the customer complains that he has not received any benefits on recharge of Rs. 500. As per backend communication all customers who recharged under recharge promos have not got benefits, and all the benefits will be credited in one week. In this case a CCE can close the complaint and inform the customer about TAT.

4. Known Disruption in Service

For example, there is a communication that customers who will use 3G services may face problem during late hours due to some technical problem and it will be rectified in a week. If a customer complains regarding the problem in 3G services during late hours the CCE can inform the customer and close the complaint.

6.3.5 Handling Customer Complaints

Here are a few tips to handle customers' complaints:

- Listen to the customer
- Paraphrase the issue
- Apologize for the inconvenience
- Acknowledge the customer
- Explain the action taken to resolve customer concern
- Thank the customer

- Even if customer is abusing you or is angry at you, remember the customer is facing some issue because of which he is behaving like this. So do not take it personally.
- Remain calm throughout the interaction.
- Focus on the problem not the person.
- Turn an unhappy person into a happy customer.

6.3.6 Exhibit: Customer Service

Anybody associated with the service desk should be committed to providing good, if not outstanding, customer service:

Sl. No.	Practice	Explanation
1	Always listen to the customer and their issues	It is important that you do not just hear the words but that you understand the tone of voice (and where appropriate body language), and most importantly that you do not rate the severity of the issue against the help desk manual you have in your desk drawer. The customers' problem may not be of high importance as per rules but it is important enough to the customer for them to have taken time out of their precious working day to seek help.
2	Respond to customer needs	Nobody wants to hear the word "no" or "we can't help." Even when you cannot meet all customer needs or fix all their issues there will always be something that you can do.
3	Learn how to apologise	You need to know how to say sorry for mistakes regardless of whether you caused them or not. Your customers are probably not concerned with who caused the issue; they just want somebody to take responsibility for it, to acknowledge that a mistake was made, and to help them fix it.
4	Value your customer complaints	You may not like them but ultimately they help you understand your product/service better and give better service.
5	Get regular feedback	Encourage and welcome suggestions on how you can improve your services, this will help your organisation improve their products and you to improve your service.

Exercise

1. What are the steps involved in handling customer complaints?

2. What are the different types of customer's interaction in a Relationship Centre?

3. What are the general queries at a Relationship Centre?

4. What are the types of requests?

5. What are the types of complaints?

6. How to handle customer's complaints?

7. State true/false.

- a) All requests can be self-closed by CCE.
- b) CCE should tag as complaint if a customer wants to activate his MMS services.

8. When an irate customer visits a Relationship Centre for complaint what does a CCE do?

Notes



UNIT 6.4: Customer Feedback

Unit Objectives

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

1. Explain the importance of Customer's Feedback
2. Discuss the advantages of Customer's Feedback

6.4.1 Customer Feedback

Organised information collected from your customer about their opinion, suggestions and experience about the product or service is called Feedback.

6.4.2 Importance of Customer Feedback

Customer feedback allows telecom companies to better understand how customers rate and use their products or service as against competitive products. It is of high importance for determining where a company's products and services excel or fall short against customer's expectation and against alternate service providers in the market. For example, customers may like the network coverage of ABC Telecom as against XYZ Telecom, which means that XYZ Telecom would need to improve on their network coverage.

Customer feedback can help telecom companies evaluate how employees treat customers. Customer Service Satisfaction surveys are a common type of marketing research. Companies can determine through surveys whether customers are getting their questions answered and problems resolved. Additionally, a company can determine if some customer service representatives are being rude to customers, especially if the topic of rudeness comes up frequently during the surveys.

6.4.3 Advantages of Customer Feedback

Get Honest Opinions

Customer feedback is vital to telecom industry 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 feel that your company truly cares about them and what they think, they may be more likely to be loyal customers. When a business makes changes according to feedback, it shows that they truly listen and respect those opinions.

Inexpensive Business Advice

Some companies pay a huge amount for someone to come in and tell them what improvements need to be made to products and services to get more customers. Customer feedback is essentially inexpensive business advice directly from the source.

More Customers

When a business is willing to receive feedback and listen to it, word spreads and more customers may be willing take a connection based on your commitment to excellent customer service.

Positive Changes

A company does not like to brag about the negative aspects of their operation.

Capturing in Timely Manner

In today's competitive Indian telecom market it is very important to capture customer feedback in a timely manner. This will allow your company to improve their product or service and also enhance customer satisfaction.

6.4.4 Feedback Recording Process

Here is the way telecom companies capture customer feedback.

For Telecom Companies it is the front line staff that speaks to customer's day in and day out. Hence it is really important that companies put a feedback recording process and train its frontline staff on how to deal with angry customers and record feedback.

Let us look at the feedback recording process first.

Take Customer Details

The first thing you do before you proceed in logging customer feedback is to ensure that you have all the required customer information like the customer's telephone number, mailing address and name. This is required to ensure that you access and record the feedback for the right customer.

Check for similar feedback in history

Check if the customer has complained or provided feedback for the same situation, because sometimes it could be that the instrument that the customer is using is faulty and there is no problem in the service provided. This procedure can also result in immediate resolution and improving customer satisfaction.

Create a feedback/complaint reference number

Every time you log a feedback or a complaint on the customer's account the system generates a reference number which the customer can use to follow up

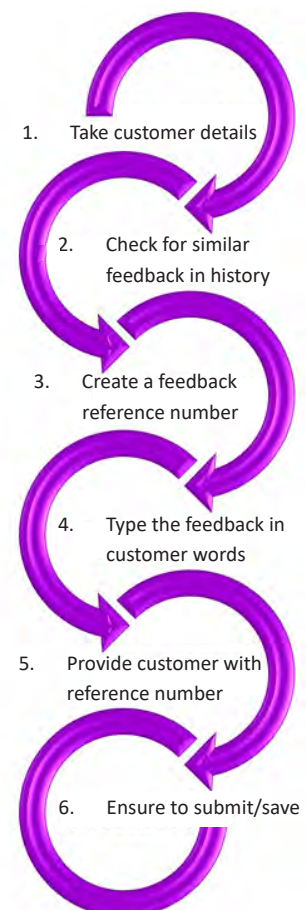


Fig. 6.4.1 Steps involved in feedback recording process

and check for resolution status. This also helps telecom companies to categorise complaints and ensure that based on the nature of complaint a specialist can speed up the resolution process.

Type the feedback in customer words

Type the feedback in customer words as much as possible. It is human nature that a person can best explain a problem when he has been facing the problem. When your customer faces a problem and is giving feedback about the same they are able to emphasize on it with specific words which help the resolution team to understand customer's dissatisfaction level. This will also allow the specialist to understand the exact problem.

Provide customer with reference number

Provide your customer with the feedback / complaint reference number as they will call back if the problem is not resolved within their expected time. Providing customer with the reference number will allow the other customer care executives to locate the feedback form and provide the customer with an update without wasting time and further adding to dis-satisfaction.

Ensure to submit/save

This is a very small action in the process but can become the biggest problem when not done. Submit/save the feedback/complaint immediately after you are done talking with the customer. Not following this step or human error can result in either no resolution or a call back to the customer wasting time.

Let's look at a simple process in dealing with customers who have a feedback or complaint.

- Greet
- Listen
- Acknowledge
- Apologise or Thank
- Reconfirm
- Reassure

Greet: It is important to greet the customer as this will act as a conversation starter and make the customer feel welcome and that he has a real person on the other side of the call.

Listen: When your customer is giving feedback they want to be heard and would not want you to be interrupting them.

Acknowledge: When your customer is talking they also need to know that they are being heard and are talking to a person. Use verbal nods like "Ah-ha" "ok" "alright" etc. This will let the customer know that you are interested in what they have to say and also understand what they are talking about.

Apologise or Thank: Say that you are sorry for what has happened and that you will ensure that the issue is resolved as soon as possible if the customer is calling for a negative feedback or a complaint. Say Thank You when the customer is calling you for a positive feedback or giving a compliment.

Reconfirm: Customers would like to know if you have really understood what their issue is and this can be done by telling the customer what you have understood. This is called reconfirming as this will allow you to clear any doubts or information you need to ensure that the issue has been resolved.

Reassure: Always use statements like “Don’t Worry”, “Be rest assured”, “I will help you”, as this will make the customer feel that you have understood their problem and know how to resolve it.

Practical

Scenario:

A customer had requested your organisation to change his 3G plan and convert it to a 2G plan some 3 days ago. The customer’s request was not met and he is not happy with the service. You have to take his feedback, document it and process it for rectification.

Exercise

1. State True / false
 - a. Customers are the most important critics.
 - b. Customer feedback does not make a lot of difference to the work I do as a customer care executive.
 - c. Capturing feedback in a timely manner is very important to enhance customer satisfaction.

2. Fill in the blank

The first step in recording a feedback is (documenting/listening).

Notes

UNIT 6.5: Interpersonal Skills

Unit Objectives

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

1. Explain the importance of Interpersonal Skills
2. Discuss the importance of communicating effectively

6.5.1 Case 1

Sarita used to work for the vice president of human resources, Sweta. Sarita was a human resources assistant. Sweta was very pleased with Sarita's job knowledge, hard work, and initiative. Sweta used to tell Sarita that her work was so good that, "You remind me of myself." One day, in an effort to compliment Sarita, Sweta says "I think I'll call you Mini-Me," and then does just that by calling Sarita Mini-Me around the office from then on. Sarita is understandably upset. She wants to be treated like an individual, not as an extension of her boss. Unfortunately, Sweta remains completely unaware of her subordinate's anger or why calling Sarita Mini-Me is inappropriate. Subsequently, Sarita leaves and Sweta loses a great employee.

1. Do you think Sarita's anger was justified or will you brand her as an egoistic person?

6.5.2 Case 2

Vivek had just joined a telecom store as the store promoter. He was very interested in the store's layout and had ideas on how to improve it. In his first company meeting, he was most excited and tried to tell his ideas to everyone but the words did not come out right, thereby not creating any impact. Rather everyone was confused.

He asked for a second chance. This time he prepared well in advance. He wrote his complete speech, made it visual with diagrams to enable everyone to follow, & he practiced his talk. At the 2nd attempt everything was much better.

1. If you were in Vivek's place would you have given it a second try or would have just thought yourself to be inefficient to communicate your ideas?

6.5.3 Case 3

Rina worked in an insurance contact centre. She had a colleague Geeta whom she did not like too much. Rina often exchanged mails with her friends during work.

In many of those mails she told her friends unpleasant things about Geeta. Accidentally she sent one of those mails in which she was speaking badly about Geeta to several people in the company.

It created a factor in the office. Rina's attack on Geeta was respected to her supervisor. Rina was very embarrassed at her behaviour and lack of integrity. She was asked to leave. In addition it put a black mark on the entire team working with Rina.

1. Do you think what Rina did was correct in Rina's friend's place would you have continued chatting with Rina or reported her disloyal behaviour to supervisor?

6.5.4 Interpersonal Skills

These competencies are what we call Interpersonal skills. Interpersonal skills are those life skills which we use every day to communicate and interact with other people. People with strong interpersonal skills are usually happier in both their personal lives and professional.

In a Customer Centric culture such as at a Relationship Centre interpersonal skills are the key to positive customer experiences. As a CCE RC you are required to attend to walk-in customers, convince them to buy company's products/services, handle and resolve their issues.

In order to do so you must:

- Have a pleasing personality and enjoy communicating with people
- Be sensitive to other's feelings and resolve conflicts calmly.
- Use the customer's language to create comfort
- Make sure the customer feels he is the winner in case of disputes

Being aware of yourself and how you interact with others - you can improve your interpersonal skills.

6.5.5 Developing Interpersonal Skills

Learn to Listen

Listening is an important part of connecting to other people. It is not the same as hearing. When we do active listening, we must listen not only to the words but the tone of voice and the non verbal messages sent with them. An active listener should use the techniques of clarification and reconfirmation to understand what the other person has said. Try not to think of what you are going to say next when you are listening, instead focus on the message being received.

Be Aware of Others' Emotions

Being empathetic or aware of other emotions helps us connect with other people. When talking to people we must make and maintain eye contact and use first names where appropriate. We must not feel afraid to ask others for their opinions. When saying something consider the emotional impact of what you are saying.

Empathise

Empathy is trying to see things from the point of view of others. When communicating trying not to be judgmental or biased. Instead try to see things from the other person's perspective. Stay balanced with your emotions and try to understand the emotions of others. When required offer your personal view point honestly and clearly. Always bear in mind that certain subjects might be taboo or too stressful for others to discuss. Another quality of interpersonal skills is encouraging the other person. Awful words of encouragement, praise others make them feel welcome wanted in

value in your communications. Effective communication is a key interpersonal skills and has many benefits. People with good communication skills or effective communication skills have better interpersonal relationships.

Encourage

Offer words and actions of encouragement, as well as praise, to others. Make other people feel welcome, wanted, valued and appreciated in your communications. Effective communication is a key interpersonal skill and learning how we can improve our communication has many benefits. Effective communication skills are fundamental to success in many aspects of life. People with improved communication skills usually have better interpersonal relationships.

Communication is a two way process so improving communication involves both how you send and receive messages.

6.5.6 Effective Communication

- Focus on what you want to communicate. Before starting a conversation, always plan and pay close attention to what do you want to say, How you are going to say it and what are the exact words you want to use.
- Communicate Clearly: The aim of communication is to make sure that the receiver understands what you were trying to say. Therefore, when you are sending your message be considered how it might be received by the other person. If you opt in clear what you are saying, you would avoid misunderstandings and potential conflicts with others.
- Nonverbal communication: This is a very important aspect of any communication. Be aware of the messages that you could be sending nonverbally that is through your body language - your eyes, your arms, your way of standing, smiling etc.
- Pay Attention: For effective communication, you must pay particular attention to the differences in attitudes cultured, abilities of the other person before conveying your message.
- Simplify: Effective communication is communication which is easily understood. Avoid jargon or over complicated language. Explain things as simply as possible.
- Use humour: Laughing relieves stress and anxiety for all. Most people are drawn to people who make them laugh. Waiver make sure your humor is appropriate to the situation. Your sense of humor can help you break ice, lower barriers and gain the affection of others.
- Treat People Equally: Avoid patronizing people and treat people as your equal. This way you will build trust and respect.
- Attempt to Resolve Conflict: Do not let conflicts pending. Troubleshoot and resolve them as they arise. Try not to be biased but be open to conflict resolution.
- Maintain a Positive Attitude and Smile: Always be positive upbeat and friendly with other people. When things do not go as per your plan stay optimistic, if you smile and stay cheerful people are more likely to be drawn to you.
- Only Complaint When Absolutely Necessary: Nobody likes to be around complaining people. If you are very angry or upset about something wait for sometime before taking action. If you do complain do so calmly. Try to find some positive aspects of the situation and avoid making unnecessary criticism.

Practical

Prepare a story with these components in it. i.e.

1. Why should there be a team?
2. How does a Team work best?
3. Interpersonal skills

Exercise

1. Why are interpersonal skills crucial for your job role?

2. List a few techniques to build interpersonal Skills.

Notes

UNIT 6.6: Dealing with Unhappy Customers

Unit Objectives

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

1. Describe the steps involved in dealing with angry customers
2. Practice the process of dealing with angry customers

6.6.1 Case - 1

Roshan is a customer care executive at a relationship centre. One day just as the office opened one of his most important client walked in and unannounced. Looking very angry. Roshan stood at to greet him, however the client exploded in an angry to tirade because Roshan's store has failed to activate his phone service on time. This delay meant that the client was unable to demonstrate a pre product, thus he lost an important sale. Roshan tried his best to calm the client but nothing help for situation. The client got angrier-angrier, shouted accusations and left the store. He never to do business with Roshan's organisation again.

1. How would you behave if you were in Roshan's place?

6.6.2 Managing Angry Customers

Let us explore how to deal with angry or difficult customers and see how a CCE can smooth things over, so that the customer feels satisfied.

STEP 1: Adjust Your Mind Set

As soon as you realise that your client is unhappy put yourself into a customer service mind set. This means that don't think that the situation is not your fault, or that your client has made a mistake, or that he or she is giving you unfair criticism.

All that matters now is that you understand that your client is upset, and that it's up to you to solve the problem. Focus on 100 percent on your client, and on solving his problem.

STEP 2: Listen Actively

Listening attentively and actually to what the client is saying – his grievances is the most important part of his process. Start the dialogue with a neutral statement, such as, "Let's go over what happened," or "Please tell me why you're upset." This subtly creates a partnership between you and your client, and lets him know that you're ready to listen.

Try not to jump to conclusion or to solve the situation right away. Try to create a partnership with your client by speaking with neutral statements like "Let go over what happened". Let your client tell you his history. As you listen

actively because this is what he wants, to be listened to first.

STEP 3: Repeat their Concerns

When the client has explained his anger replace his words, repeat his concerns so that you both are sure that you are addressing the right concerns. Ask questions to make sure that you have identified the problem correctly.

Repeating the problem shows the customer you were listening, which can help lower his anger and stress levels. More than this, it helps you agree on the problem that needs to be solved.

Use calm, objective wording. For example, "As I understand it, you are, quite rightly, upset because we were not able to enable the data services that we promised you last week."

STEP 4: Be Empathic and Apologize

Once you understand your client's concerns, be empathic and understanding.

Make sure that your body language also communicates this understanding.

For example, you could say, "I understand why you're upset. I would be too. I'm very sorry that we didn't get the service to you on time, especially since it's caused these problems."

STEP 5: Present a Solution

Now that you have listened and empathised you need to present him/her with a solution. There are two ways to do this.

If you feel that you know what will make your client happy, tell her how you would like to correct the situation.

You could say, "I know you need these services activated by tomorrow to put your website online. I will call our technical team and we will come to your office with you right now and resolve any problems latest by today evening."

If you are not sure you know what your client wants from you, or if they resist your proposed solution, then give her the power to resolve things. Ask her to identify what will make her happy.

For instance, you could say, "If my solution doesn't work for you, I'd love to hear what will make you happy. If it's in my power I'll get it done, and if it's not possible, we can work on another solution together."

STEP 6: Take Action and Follow-up

Once you've both agreed on a solution, take action immediately. Tell the client every step you are going to take to fix the problem.

Follow up with the client over the next few days to make sure that she is happy with the resolution. If you can, do more. For example, you could send a gift certificate, giving a discount on the next purchase.

STEP 7: Use the Feedback

Your final step is to reduce the risk of the situation happening again.

Identify how the problem started.

Find the root cause of the problem and make sure it is fixed immediately.

Above all stay calm.

Sometimes a client or customer may become verbally abusive towards you or your team. Know in advance what you will tolerate, and what you will not. If things escalate, you may need to be assertive and stand up for yourself, or even walk away from the situation to give the client time to cool down.



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UNIT 6.7: Rapport Building

Unit Objectives

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

1. Explain the need of building rapport with customers
2. Describe the technique involved in building rapport

6.7.1 Why Build Rapport

Rapport is the ability to create a strong common bond with another by making him feel that you understand him. In every industry, it is important to connect with customers.

A CCE RC can use rapport to:

- Break the ice with new colleagues or with your boss when you start a new job.
- Create a positive connection with new or existing team members.
- Build good relationships with clients or suppliers.
- Get support for your ideas and proposals.

How to Build Rapport

Let us look at strategies that you can use to build rapport with others.

Find Common Ground

Imagine you go to a America to study and there you meet another fellow Indian. Who is not only from India but also from your state the state of Bihar. How delighted this makes you feel. This creates an instant connection between you and him. This is the instant rapport between two people. Finding any common ground helps establish rapport so when you meet someone new try to find something that you may have in common. You can use open ended questions to discover something about the other person which may be in common to you may be attending the same school, having the same tastes in music, knowing the same people etc. It can even help if you share similar beliefs and values. Another technique of building rapport is empathizing or understanding other people by seeing things from their perspective and recognizing their emotions. As soon as you start doing this you start talking on their wave length and hence it is easy to connect. When trying to build rapport always remember the basics of good and effective communication such as having a firm handshake, always maintaining eye contact during the conversation, smiling openly, maintaining good posture and being sincere. Facing the other person when talking in place of looking at your mobile and your computer.

Be Empathic

Empathy is about understanding other people by seeing things from their perspective, and recognizing their emotions. Once you achieve this, it is easier to get “on their level.”

Remember the Basics

In developing rapport with others, you should also use the tried-and-true basics of good communication:

- Shaking hands firmly (in cultures where this is acceptable).
- Looking people in the eye.
- Smiling.
- Holding your head up and maintaining good posture.
- Asking open-ended questions.
- Being sincere.
- Facing the other person instead of looking at your computer screen or mobile device.

These basic tenets form the foundation of great communication, and it is hard to establish good rapport without them.

6.7.2 Tips to Build Rapport with Customers

Remember Their Names

Try to remember the names of your regular customers. It makes themselves valued, appreciated and created a bond.

Know More about Them

An effective way to establish rapport with your customers is by getting to know them and their likes and dislikes. Let us take the case of Starbucks. Starbucks has huge customer loyalty. Why is that is it because some servers are good, No, they train their servers to remember people's names and also remember what people like and do not like. Meera is a frequent Starbucks customers. She loves sandwiches but does not like sweets. I server in Starbucks will never offer her a cinnamon bun. If you know your customers then you can shape your sales strategy to suit their tastes. Similarly if a customer say Mr. Satish Kumar is a regular at your store to get a monthly recharge on his phone, should you be trying to convert him to a postpaid or offering the best prepaid you have. Make them feel special. The best way to establish rapport with your customers is to give them special treatment that means it is to give them something more than what other customers get. This could be in the form of discounts, free memberships or sometimes even a special giveaway. One great example of trying all the three together could be, "Good morning Satish Ji" welcome back so nice to see you again. As a loyal and valuable customer, I would like to offer you a new value pack of rupees five hundred recharge with a full talk time valid for twelve months at a rate of rupees four hundred. If you are courteous & professional and you make your customers feel special, you encourage them to come back to your store again and again.

Make Them Feel Special

Nothing helps you establish rapport with your customers better and faster than special treatment. This is not just about remembering their names anymore. It is about giving them something other customers do not get.

This would be in the form of discounts, free memberships or even a special giveaway! One great example of tying all three together would be something like, "Good morning, Satishji! It's so nice to see you again! As a loyal and valuable customer I would like to offer you a new value pack of Rs. 500 recharge with a full talk time valid for 12 months at a rate of Rs. 400.

By making them feel special, you encourage them to come back to your store again and again.

It is quite easy to learn how to establish rapport with customers. Do not be intimidated by the thought of talking to people. Just think of it as talking to a friend. Always remain pleasant, open and interested.

Remember to always display courtesy and professionalism.

6.7.3 Exhibit: Helpful Rapport Building Behaviours

- A positive body language to help you and the other person feel more relaxed.
- Make eye contact approximately 60% of the time but be careful not to make them feel uncomfortable.
- When listening, nod and make encouraging sounds and gestures.
- Smile! openly and warmly
- Use feedback to summarise, reflect and clarify back to the other person what you think they have said. This gives opportunity for any misunderstandings to be rectified quickly.
- Be empathic. Demonstrate that you can understand how the other person feels and can see things from their point of view.
- Be non-judgemental towards the other person. Let go of stereotypes and any preconceived ideas you may have about the person.
- If you have to disagree with the other person, give the reason first then say you disagree.
- Be honest and admit if you have made a mistake.
- Offer a compliment, avoid criticism.

Exercise



1. Why is rapport building crucial for a CCE in a Relationship Centre?

2. List few techniques of building rapport with the customers.



7. Monitor and Analyse Self Performance



Unit 7.1 – Monitoring and Analysing Self-Performance



Key Learning Outcomes

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

1. Explain the ways to monitor and analyse performance
2. Practice monitoring and analysing performance

UNIT 7.1: Monitor and Analysing Self-Performance

Unit Objectives

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

1. Explain the concept of tracking, monitoring and measuring self-performance trends
2. Describe the process related to churn, collection and bad debt recovery

7.1.1 Introduction

Measuring performance of a CCE can include external factors such as impact on customer goals and satisfaction, and internal factors like goals, critical success factors for the CCE and process. These measurements are essential ingredient for feedback, which drives accountability and improvement. Everyone expects to become the best at what they do. So how do you really know who is the best? It is through performance reviews against peers and targets set by the company. Let us look at the different performance parameters and review stages relevant to a telecom contact centre.

7.1.2 Performance Parameters

Let us look at some common performance parameters in a telecom Relationship Centre:

1. Targets for Revenue Performance

The purpose of these targets is to ensure the CCE is adding to the revenue generation of the company. A CCE focuses on selling, up-selling and cross-selling as per targets given to him by superior to increase Average Revenue per User (ARPU).

2. Processes related to collection and bad debt recovery:

Collection is the process of chasing past due receivables on customer account. This is a very significant part of the responsibilities of a CCE and directly impacts the bottom line of the company. This means sending notifications to the customer and taking appropriate action in case of overdue payments.

A collection process is two pronged:

- **Collections Aging Tracking:** This is the process of tracking and tagging the customer invoices that have not been paid within the due date. It deals with the “age of account receivables”; for example, invoices that are 0-30 days overdue, 30-60 days overdue, etc.
- **Collections Actions:** Collection action is the action that is performed when the account receivable reaches a particular age. For example, reminder messages to the customer. Some examples are:
 - **Send reminder mail and/or call:** This is the first action to collect the due. The CCE contacts the customer

through mail/ message/ phone to remind for payment if there is still no payment then proceed to the next action.

- Red letter: For example, a “Pay in seven days” letter is issued. Still if the payment is not received, then proceed to the next action.
- Disconnect the service: The network management department suspends the service.
- If you still have not been paid, then consider using a debt collecting agency to collect the outstanding money from your customer.

3. Processes related to Churn Management:

Following the old marketing axiom that it is usually more profitable to retain a current customer than to acquire a new one, many companies deploy specialized customer care representatives to handle churn incidents. Churning refers to blithely switching of customers from one provider to another and often back again or over to a third one.

The key to winning and retaining customers is intimate, up-to-date knowledge of customer segments. Call Centre representatives react to each customer’s needs in a single conversation to ensure a positive customer experience. When the customer feels valued and “seen” they want to stay with the same company.

As a performance parameter the CCE works to directly reduce customer churn, while pursuing the most targeted customer base to increase revenue.

4. Processes related to Complaint Reduction:

These are related to customer surveys and external/internal audits.

5. Adherence to Service Level Agreements:

SLA – ASLA is a commitment that the operator gives to its customer. It specifies, usually in measurable terms, what services the contact centre will furnish. There is always a written service level agreement so that services for the customers can be measured and justified. For example: any walk in customer should not wait for more than 10 minutes or if a number needs to be transferred to another person’s name it will be done in maximum 48 hours.

6. Adherence to First Time Resolution:

The best way to increase customer satisfaction and in turn increase the profits is to resolve the customer query or complaint the first time. A resolution offered in the first time is called a First Time Resolution (FTR). It is a key performance metric for the CCE as FTR impacts customer satisfaction. For Example: If the CCE gets 100 queries in a day 80 out of these must be resolved the first time.

7.1.3 Customer Service Quality Parameters

Apart from the above direct performance criteria the CCE performance will also be judged based on soft skills i.e. the way the CCE interacts with the customers.

Soft skill parameters are simple to understand. Let’s look at general telecom quality parameters:

- Personal Hygiene and grooming of the CCE
- Greeting – Have you used the appropriate greeting?
- Listen – Have you listened to the customer carefully or made them repeat?

- Solution – Have you offered relevant and accurate information/solution?
- Offered new services – Have you offered new services to customer based on needs?
- Offer Assistance – Have you checked if the customer required further assistance?
- Close – Have you closed the call on a positive note?
- Gathering Feedback - Have you obtained and documented feedback from the customer?
- System Update – Have you updated customer information appropriately?

7.1.4 Review with Superiors

Performance parameters provide an indication of the CCE's performance by measuring key processes. By monitoring the right parameters, the CCE can gain valuable insight into his performance and make the adjustments needed to optimize performance. Following points will help in review with superior:

- Know which parameters are most important to monitor to get the results you want.
- Know the definition, calculation, and example of each parameter.
- Prepare for the discussion with superior.
- Solicit feedback from superior.

7.1.5 Review Period

Now let's look at review periods in a Telecom Relationship Centre.

Daily

Daily reviews are done generally during the morning briefing to ensure everyone knows what to focus on and is set for the day.

Monthly

Monthly reviews are done to ensure that every one is aware how they are performing and know who really is doing good and who needs guidance and help with regards to their performance.

Quarterly

This is done every three months to know a cumulative performance and to know how your performance will look like at the half yearly review.

Half Yearly

Done every 6 months to judge agents for reward and recognition and also to let you know how your annual performance will look like if you continue the same performance trend.

Annual

This is the review that will be considered for salary raise if the performance is good or for corrective measures if you are below the company standards.



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8. Data Expertise

Unit 8.1 – Resolving Data Related QRC



Key Learning Outcomes

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

1. Explain the process involved in resolving data related queries, requests and complaints

UNIT 8.1: Resolving Data Related QRC

Unit Objectives

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

1. Explain the process involved in resolving data related queries, requests and complaints

8.1.1 Data Plans

Most telecom operators also provide data services in the form of wireless internet, broadband or fixed line connections and data card.

With lightning fast speeds, customers can now surf seamlessly at the place and time of their choice. Be it checking mails during transit or updating status while with friends or watching movies on the go, they experience the internet without any limits.

The different types of data plans available are:

1. Modem Enabled
2. Broadband: Fixed line or Wi Fi
3. 2G
4. 3G
5. 4G

The main differentiator in all of these is the speed of connection. How it impacts final usage is the time that it takes to download. For E.g., you have a 2G connection and take a plan of 250MB. With this connection it will take 10 minutes to download a 10MB file, whereas if you have a 3G connection with 250 MB the file will download in 2 minutes.

In this module we will learn how a CCE will resolve data related queries, complaints and requests. The role of the CCE here is to:

- Identify issues by asking relevant questions and resolve customer's data related concern
- Provide resolution to customers on data related QRC's to reduce repeat walk-in/interactions of customers with data related queries
- Understand customer needs and pitch best suited data related plans and products to the customers

Let us do a quick recap of what are QRC's before we begin.

Query: A Query is a question or an inquiry. Through a query, a customer tries taking information about their account or any other services.

Complaint: In a complaint customer complaints against services as he is facing some issues.

Request: Through a request, a customer makes a request for a product or a service.

Here are examples of some common queries, requests and complaints and how the CCE resolves them.

8.1.2 Exhibit: Sample QRC

Queries
What is Mobile TV?
What is 3G?
What can I do with 3G?
Which is your cheapest and best plan?
How much can I download in a 2Mbps plan?
What is the validity of this plan?
In this plan of Rs. 999 after downloading 100 GB what will be the speed of my connection?
What is the range of this Wi-Fi?
Requests
Change my plan from 2G to 3G
Installation of broadband services
Auto update my plan each month
Installation of Anti-Virus
Complaints
Slow Speed
Frequent disconnection of internet
Incorrect user ID/Password
Remote computer not responding
False Billing
Some sites not opening
ADSL Unstable
Wi-Fi access problem

When responding to QRC the CCE must always try to create a positive customer experience by displaying courtesy and professionalism.

8.1.3 Resolving Queries

As a CCE you must help the customer in an efficient, respectful and friendly manner. In order to resolve queries:

- Familiarize yourself with the company's products and services. For example, you must read the company brochures to understand the various data plans, their benefits and prices. Also ask your supervisor what the most frequently asked questions from customers are and how you should answer them. Refer to annexure-3 for sample plans.
- Suggest services or products that could help the customer. For example, a customer shows interest in a low cost internet plan for his mobile, while probing you realize that he travels a lot and needs a connection with fast speed and high download, so you suggest a 3G plan to the customer as it will serve him better when he is travelling.

8.1.4 Fulfilling Requests

The CCE must listen and make sure to get all the information. Details can make a difference. After you look into the request, be sure to give a turn-around time to fulfil the request and have a follow up communication, and follow through on any commitments you make.

For example, a client requests for a broadband connection. A CCE must take all the relevant details from the customer namely – customer name, address and phone number and tell the procedure to the client i.e. a feasibility study, verifying of documents and installation. The CCE must also inform the client the time that the whole process will take, say a week before the connection is installed.

8.1.5 Resolving Complaints

When a customer complains, attend to them immediately. Do not avoid as it worsen the situation. Approach the customer as soon as you learn they are unhappy, and;

- **Listen Intently:** Listen to the customer, and do not interrupt them. They need to tell their story and feel that they have been heard. For example, a customer may complain that the speed of his 3G connection is slower than the promised speed and how this is impacting his connection with his friends and his social life, his work, and his ability to enjoy streaming media.
- **Thank Them:** Thank the customer for bringing the problem to your attention. You can resolve only those things which you are aware of.
- **Apologize:** Sincerely apologize to the customer on behalf of your organisation for the way the situation has made them feel. Apologizing sincerely helps to soothe down the customer's anger. Don't give excuses or judgements.
- **Seek the Best Solution:** Try to determine what the customer wants as a solution. Ask them, often they want less than you initially thought - especially when they perceive your apology and intention is genuinely sincere. For example, you can ask the customer to reset the browser and delete the cookies to enable faster speed, or check if the validity is expiring. Both of these options could be causes for slow speed.
- **Reach an Agreement:** Agree on the solution that will resolve the situation to their satisfaction. For example - The CCE can offer to also check the company network and get back to the customer.
- **Take Quick Action:** Act on the solution quickly. Customers will often respond more positively to your focus on helping them immediately versus than on the solution itself.
- **Follow-up:** Follow-up to ensure the customer is completely satisfied.

Exercise

1. What are the steps involved while approaching the customers in resolving complaints?





9. Program Wrap-Up

Unit 9.1 – Interview Skills

Unit 9.2 – FAQs



Key Learning Outcomes

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

1. Understand what is an interview
2. Develop the skills to participate in an interview effectively
3. Know commonly asked questions in an interview
4. Revise and integrate learning's of the training program

UNIT 9.1: Interview Skills

Unit Objectives

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

1. Describe interview skills

9.1.1 Interview

An interview is a conversation between two or more people (the interviewer(s) and the interviewee) where questions are asked by the interviewer to obtain information from the interviewee.

Common Types of Interview:

1. Traditional HR Interview:

Most interviews are face-to-face. The most traditional is a one-on-one conversation with the HR Executive where the candidate's focus should be on the person asking question. You are advised to maintain good eye contact, listen carefully and answer promptly.

2. Panel Interview:

In this situation, there is more than one interviewer. A panel ranging from two to ten members may conduct this part of the selection process. This is an ideal chance for you to display group management and group presentation skills.

3. Technical interview:

The objective of this interview is to basically evaluate technical knowledge. A majority of the questions will be based on the skills sets mentioned in the candidate's resume.

4. Telephone Interview:

Telephone interviews may also be used as a preliminary interview for candidates who live far away from the job site.

Before going for an interview, it is important to have clarity of the role you are applying for. It's also important that you know where you are applying and who will you be talking to. Your answers should tell the employer that you are the



Fig. 9.1.1 Interview

match they are looking for.

This requires you to do a small research in the following areas:

- Company
- Job Description
- Yourself (Skills, Values & Interests)
- Resume (Experience)

If you were an employer, you would have chosen a person who is sure of himself, is calm and confident. So it is important that you are:

- Confident
- Relaxed
- Sure of yourself
- Prepared
- Dressed professionally

It is important that you dress professionally. It is a proven fact that the way we dress makes a huge difference in the way we are perceived. Our body language and the first impression we make communicates 90% of what we want to say to other people. It is very important to make a great first impression. For a good first impression it is important that we:

- Smell good
- Have a professional appearance
- Pay attention to our grooming
- Make eye contact
- Ensure that our overall personality contributes to our complete perception.

How to Dress for the Interview

Men	Women
Long-sleeved buttoned shirt (clean and pressed)	Conservative pumps, no stilettos
Dark shoes (cleaned and polished) and dark socks	Jeweller one set of earrings (preferably knobs)
Get a haircut (short hair is always best)	No bangles
No Jewellery (chains, earrings, piercing)	Minimal use of makeup
No beards or Tattoos	

9.1.2 Dos and Don'ts in an Interview

Some of you might have faced an interview and some of you might not have. However, by now, you definitely have a better understanding what are the accepted standards of a professional behaviour

Read the sentences given and mark them as dos or don'ts, in relation to an interview:

Sentence	Dos	Don'ts
Be yourself		
Burp while talking!!!		
Just out from a 'powder factory' (wear too much make-up)		
Reach just about the right time for the interview		
Just barge in to the cabin/ office		
Forget to greet the receptionist/ do not respond		
Think before you speak		
Do your homework - visit the company website		
Take time to think (TTTT)		
Wear bright coloured clothes on the D-day		
Emphasis on your strengths		
Argue/ Debate with the interviewer		
Chew gum during the interview.		
Review your educational and work experiences		
See your documents flying out of the file (Being clumsy)		
Thank the interviewer		
Have the 'they need me' attitude		
Maintain eye contact and good body language		
Only give monosyllabic answers(depends on the kind of questions asked...in-between)		
Carry a copy of your resume		

During the Interview

- Be confident, not arrogant
- Sell yourself - Keep your energy up
- Maintain your posture
- Be positive, do not complain
- Know your resume and accomplishments.

It is not sufficient to have ideas. They have to be expressed effectively during the interview. The parameters that the candidates are assessed on during the interview are very simple to understand. These simple yet important parameters are:

- Active listening
- Clarity of thought and expression
- Appropriate language
- Appropriateness of body language
- Fluency
- Good delivery: The ideas expressed fluently in the right voice, right tone, and right articulation.

Exercise

1. What are the different types of interviews?

Notes

UNIT 9.2: FAQs

Unit Objectives

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

1. Explain the commonly asked questions in an interview

9.2.1 Frequently Asked Questions

Now that the basic professional etiquette of interviews are covered, let us look at the kind of questions you might be asked.

1. Tell us something about yourself. Or run us through your resume.

- This is usually the first question you would face in any interview.
- The basic purpose of this question is to start the communication and put the candidate to ease.

To answer this question, start with some information about your family background, educational qualifications and work experience. Focus on the things you have learnt during the training. Confidence is the most important factor to keep in mind while answering this question. Talk with confidence and speak clearly without hesitation.

Try to speak for not more than 2 minutes.

Sample Answer 1:

My name is XYZ. I live in New Delhi. I have completed Higher Secondary Part 2 form ABC School. My father runs a shop and my mother is a house-wife. I have a work experience of 1 year with DEF Company Ltd. I love to play football/cricket and watch movies.

Sample Answer 2:

My name is LMN and I live in Srinagar. I have passed 12th standard form PQR School. There are 4 members in my family, my father, mother and my elder sister. My father is a businessman and my mother a school teacher. My sister works as a language trainer. I am a big fan of football and I was the captain of the school football team.

2. How would you describe yourself as a person? Or how are you as a person?

The main purpose of this question is to see if you have some of those qualities which employers look for in their employees like – dedicated, performance oriented, hardworking, etc. So, pick one of your qualities which employers are looking for and offer it as an answer. The answer to this question should ideally be in one line.

Sample Answer 1:

I am an ambitious person with passion to learn.

Sample Answer 2:

I am a hard working person and I like to work in a team.

3. Where do you see yourself 3 years from now? Or where do you see yourself 3 years down the line?

The purpose of this question is to see if you are ambitious and also to check your stability with the company.

Sample Answer 1:

In three years from now, I see myself as a more responsible position where my company treats me as an asset and hope to grow with this company.

Sample Answer 2:

“Three years from now, I see myself working with this company at a position where I am responsible for handling a team.”

4. What is your greatest strength? Or what are your strengths?

- To answer this question – analyse the requirements of the position you have applied for and make a list of the qualities a person working in that profile should have.
- Pick up the qualities you have and give them as an answer. For example, some of the qualities people applying for jobs in retail and BPO industry are: patience, fluency in English, good listening skills, positive attitude, team player etc.
- This is quite an expected question so you must go prepared with an answer for this question well in advance.

Sample Answer:

One of my biggest strengths is my communication skills. I work very well with all kinds of people, and understand that everyone has different perspectives about projects and work tasks - so when I work with others I realize that everyone has different priorities and objectives. I keep this in mind when I communicate tasks that need to be accomplished with positive reinforcement and awareness of what others are working on.

Some of the strengths you may possess:

- Hard worker
- Punctual
- Determined
- Able to prioritize
- The ability to cope with failures and learn from my mistakes
- Commitment to my work

- Love to learn new things
- Being a team player and working well with others

5. What are your weaknesses?

- You must understand that it is perfectly normal for any human being to have some weaknesses. What is more important is to identify them and work on them.
- So, if you are asked this question in the interview – stay calm and admit that you have weaknesses. There are two ways for you to answer this question now.
 - a) Offer a totally un-related weakness. For example, I am a very emotional person. I, at times, even get emotional while watching movies.
 - b) I think I can work a little more on my technical skills as I believe it will help me with my career.

Sample Answer:

I have to work on having more patience and giving myself a break, because I always want everything done at once.

6. How do you rate your communication skills?

Communication skills play an important role in almost all the jobs you perform. Some job requires you to communicate internally with your team members, boss or management while others need you to communicate with customers.

Sample Answer:

My communication skills are fairly decent. I am constantly taking advantage of opportunities to develop my communication skills by listening, reading and writing.

7. Can you speak for two minutes on one of these topics?

You will be given some general topics to see your communication skills, on the spot thinking capability etc. So, read a lot and be ready to speak on some general topics.

Topics may include:

- Current Issues
- Hobbies
- Most memorable day of your life
- Favourite movie
- How did you spend your last weekend?
- My Training Experiences

8. How do you rate your listening skills?

One of the key factors in communication skills and being a good team player lies in your listening skills. If you do not have them, develop them. Offer above average or good as an answer.

Sample Answer:

I am a good listener. I carefully listen to others without interrupting and speak only when it is required.

9. Do you consider yourself as a team player? Or are you a Team Player?

Working for any company these days means being a team player. So, the obvious answer to this is “Yes”. You may quote some examples where you worked as a team.

Sample Answer:

I enjoy working with others. I also like working in groups because it gives me a chance to share ideas and understand different perspectives and viewpoints.

10. How long would you expect to work for us if given an opportunity?

This question aims to find out your stability and see if you would jump at the first opportunity offered to you. To answer this question, you can just say that, “I intend to stay as long as I’m learning and growing & both of us are happy with the work.”

Sample Answer:

Given an opportunity, I see this company as a long term career prospect and with time build my career here.

11. Why should we hire you?

To answer this question, you need to prepare well in advance.

Read through the requirements of the job properly and match the qualities, skills and experience you have with the requirement. Now offer this as a reason for you to be hired.

Sample Answer:

I am a keen learner and I believe I have necessary skills required to be successful at my job. I am also a team-player so that will help me to adapt to different situations and work better.

12. Do you think you can work under pressure?

Work and pressure are always going to co-exist. It might be the pressure at work or on personal front but you should be able to deal with it. So, the answer to this question should be “Yes” backed up with some example where you worked under pressure.

Sample Answer:

Yes, I can work under pressure. I understand that every job comes with responsibilities and pressure will always be there. I have skills and patience to cope with work pressure.

13. Are you comfortable with learning new technologies?

Modern businesses run on technologies. So, you should be happy to learn them. Say “Yes”.

Sample Answer:

I am comfortable with learning new technologies as it will help me to perform my job in a better way. It will also help me to enhance my capabilities.

Notes



10. Employability and Entrepreneurship Skills



Unit 10.1 – Personal Strengths & Value Systems

Unit 10.2 – Digital Literacy: A Recap

Unit 10.3 – Money Matters

Unit 10.4 – Preparing for Employment & Self Employment

Unit 10.5 – Understanding Entrepreneurship

Unit 10.6 – Preparing to be an Entrepreneur



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 basic computer terminology

36. Recall the functions of basic computer keys
37. Discuss the main applications of MS Office
38. Discuss the benefits of Microsoft Outlook
39. Discuss the different types of e-commerce
40. List the benefits of e-commerce for retailers and customers
41. Discuss how the Digital India campaign will help boost e-commerce in India
42. Describe how you will sell a product or service on an e-commerce platform
43. Discuss the importance of saving money
44. Discuss the benefits of saving money
45. Discuss the main types of bank accounts
46. Describe the process of opening a bank account
47. Differentiate between fixed and variable costs
48. Describe the main types of investment options
49. Describe the different types of insurance products
50. Describe the different types of taxes
51. Discuss the uses of online banking
52. Discuss the main types of electronic funds transfers
53. Discuss the steps to prepare for an interview
54. Discuss the steps to create an effective Resume
55. Discuss the most frequently asked interview questions
56. Discuss how to answer the most frequently asked interview questions
57. Discuss basic workplace terminology
58. Discuss the concept of entrepreneurship
59. Discuss the importance of entrepreneurship
60. Describe the characteristics of an entrepreneur
61. Describe the different types of enterprises
62. List the qualities of an effective leader
63. Discuss the benefits of effective leadership
64. List the traits of an effective team
65. Discuss the importance of listening effectively
66. Discuss how to listen effectively
67. Discuss the importance of speaking effectively
68. Discuss how to speak effectively
69. Discuss how to solve problems
70. List important problem solving traits
71. Discuss ways to assess problem solving skills
72. Discuss the importance of negotiation

73. Discuss how to negotiate
74. Discuss how to identify new business opportunities
75. Discuss how to identify business opportunities within your business
76. Explain the meaning of entrepreneur
77. Describe the different types of entrepreneurs
78. List the characteristics of entrepreneurs
79. Recall entrepreneur success stories
80. Discuss the entrepreneurial process
81. Describe the entrepreneurship ecosystem
82. Discuss the purpose of the Make in India campaign
83. Discuss key schemes to promote entrepreneurs
84. Discuss the relationship between entrepreneurship and risk appetite
85. Discuss the relationship between entrepreneurship and resilience
86. Describe the characteristics of a resilient entrepreneur
87. Discuss how to deal with failure
88. Discuss how market research is carried out
89. Describe the 4 Ps of marketing
90. Discuss the importance of idea generation
91. Recall basic business terminology
92. Discuss the need for CRM
93. Discuss the benefits of CRM
94. Discuss the need for networking
95. Discuss the benefits of networking
96. Discuss the importance of setting goals
97. Differentiate between short-term, medium-term and long-term goals
98. Discuss how to write a business plan
99. Explain the financial planning process
100. Discuss ways to manage your risk
101. Describe the procedure and formalities for applying for bank finance
102. Discuss how to manage your own enterprise
103. List important questions that every entrepreneur should ask before starting an enterprise

UNIT 10.1: 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

10.1.1 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 meditation

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!

10.1.2: 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

10.1.3 Self Analysis – Attitude, Achievement Motivation: What is Self-Analysis

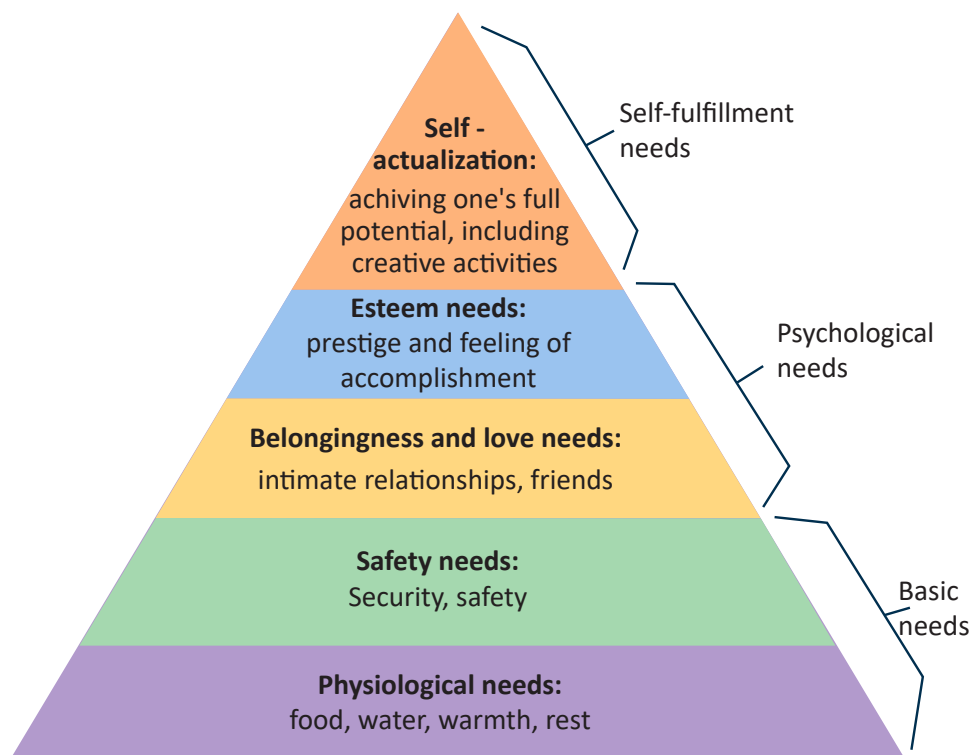
To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within 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 motivated 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:

[illegible]

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.

10.1.4 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 thick-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 hard 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.

10.1.5 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.

10.1.6 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.

10.1.7 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.

10.1.8 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
<ul style="list-style-type: none"> • Memory problems • Concentration issues • Lack of judgement • Pessimism • Anxiety • Constant worrying 	<ul style="list-style-type: none"> • Depression • Agitation • Irritability • Loneliness • Anxiety • Anger

Physical Symptoms	Behavioral Symptoms
<ul style="list-style-type: none"> • Aches and pain • Diarrhea or constipation • Nausea • Dizziness • Chest pain and/or rapid heartbeat • Frequent cold or flu like feelings 	<ul style="list-style-type: none"> • Increase or decrease in appetite • Over sleeping or not sleeping enough • Withdrawing socially • Ignoring responsibilities • Consumption of alcohol or cigarettes • 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.

10.2. Digital Literacy: A Recap

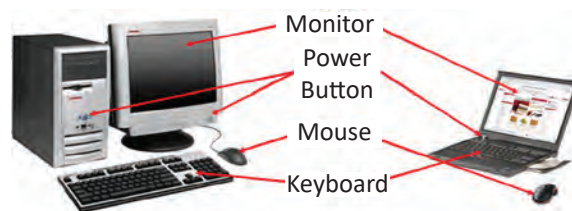
Unit Objectives



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

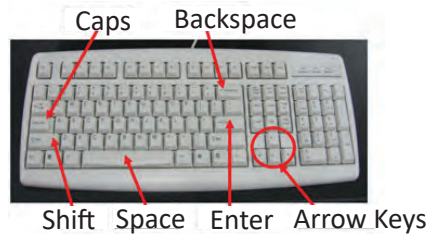
1. Identify the basic parts of a computer
2. Identify the basic parts of a keyboard
3. Recall basic computer terminology
4. Recall basic computer terminology
5. Recall the functions of basic computer keys
6. Discuss the main applications of MS Office
7. Discuss the benefits of Microsoft Outlook
8. Discuss the different types of e-commerce
9. List the benefits of e-commerce for retailers and customers
10. Discuss how the Digital India campaign will help boost e-commerce in India
11. Describe how you will sell a product or service on an e-commerce platform

13.2.1 Computer and Internet basics: Basic 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



- **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.

13.2.2 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.

10.2.3 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.

10.3: 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

10.3.1 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.

10.3.2 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.

10.3.3 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.

10.3.4 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 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.

10.3.5 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 bank's name |
| • Recipient's account number | • 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.

10.4. 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

10.4.1 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. Try 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:
 - What do you consider the most important criteria for success in this job?
 - How will my performance be evaluated?
 - What are the opportunities for advancement?
 - 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.

10.4.2 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 | • Organization | • Platform used |
| • Contribution | • Description | |

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.

10.4.3 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.

10.4.4 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.

10.5. 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

10.5.1 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.

10.5.2 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.

10.5.3 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

How to Listen 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.

10.5.4 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
- Asking the right questions
- Being proactive
- Not panicking
- Having a positive attitude
- 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 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

10.5.5 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 | • Market trends |
| • Changes in funding | • Changes in political support |
| • Changing relationships between vendors, partners and suppliers | • 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

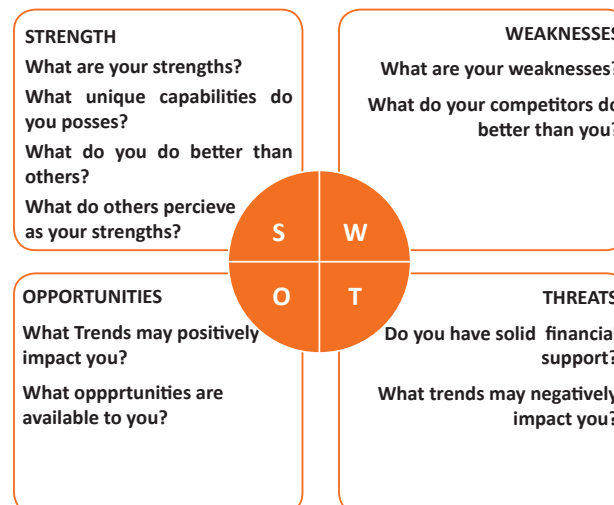
If you already have a product in mind, think about ways to set it apart from the existing ones.

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:



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.

10.5.6 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.

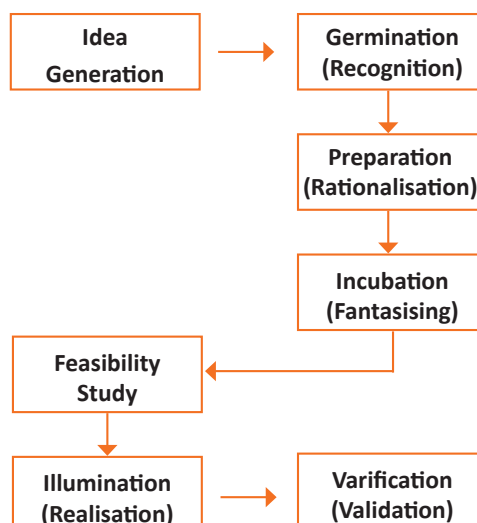
Stage 4: Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.

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.



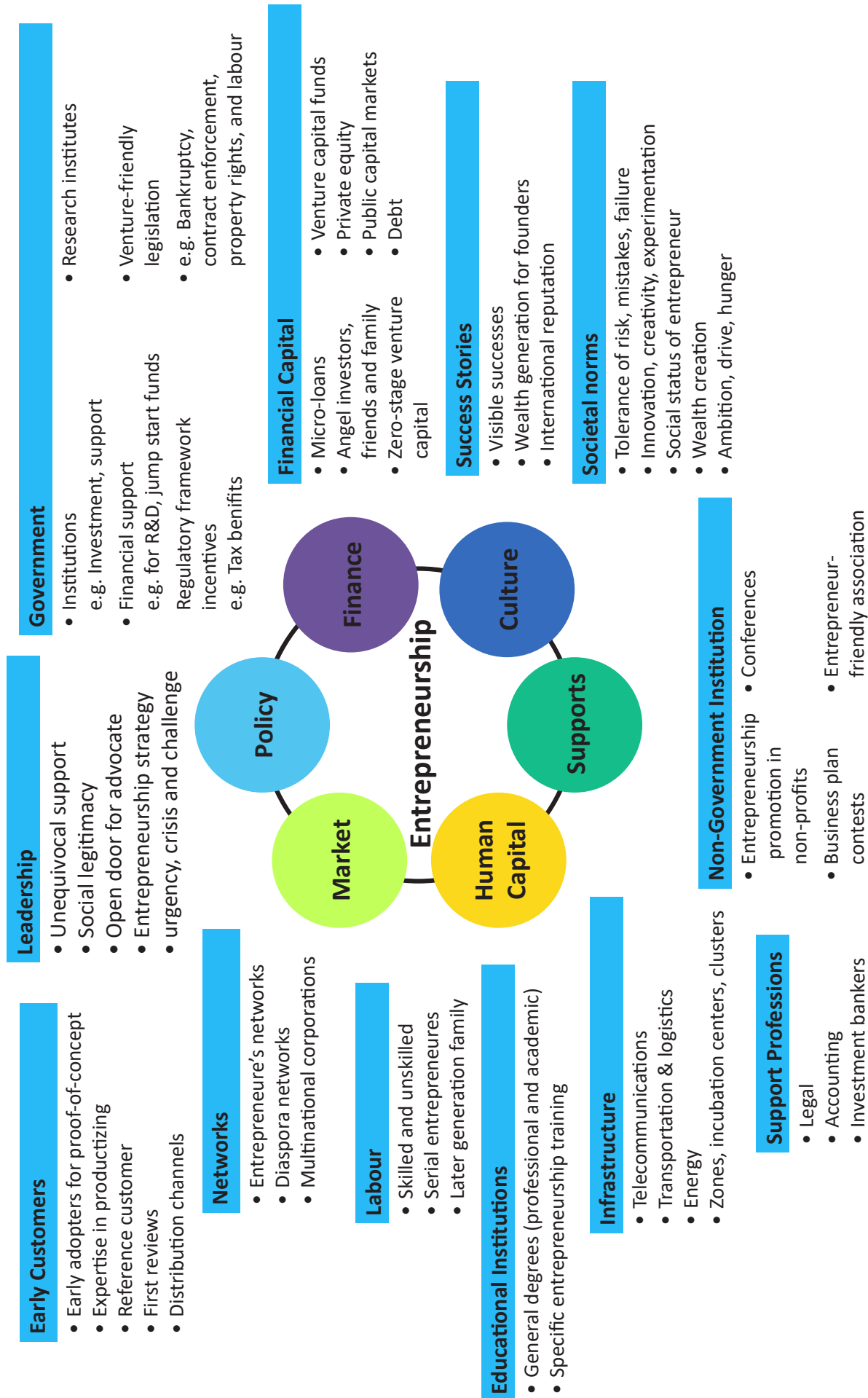
Introduction to the Entrepreneurship Ecosystem

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.



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 by 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:

- 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.
- 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.
- 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?

- State/Central Government Organisations;
- Industry/Enterprise Associations; and
- 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.30,000/-
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:

- Organizing exhibitions abroad and participation in international exhibitions/trade fairs
- Co-sponsoring of exhibitions organized by other organisations/industry associations/agencies
- 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.

10.5.7 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 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.

10.5.8 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.

10.6: 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

10.6.1 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.

10.6.2 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:
$$\text{Assets} = \text{Liability} + \text{Owner's Equity}$$
2. Net Income: This is the profit of the company.
Formula:
$$\text{Net Income} = \text{Revenues} - \text{Expenses}$$
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:
$$\text{Break-Even} = \text{Fixed Costs} / \text{Sales Price} - \text{Variable Cost per Unit}$$
4. Cash Ratio: This tells us about the liquidity of a company.
Formula:
$$\text{Cash Ratio} = \text{Cash} / \text{Current Liabilities}$$
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:
$$\text{Profit Margin} = \text{Net Income} / \text{Sales}$$
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:
$$\text{Debt-to-Equity Ratio} = \text{Total Liabilities} / \text{Total Equity}$$

1. Cost of Goods Sold: This is the total of all costs used to create a product or service, which has been sold.

Formula:

$$\text{Cost of Goods Sold} = \text{Cost of Materials/Inventory} - \text{Cost of Outputs}$$

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:

$$\text{ROI} = \text{Net Profit/Total Investment} * 100$$

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

10.6.3 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

10.6.4 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.

10.6.5 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.

10.6.6 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 accountability 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, distributors 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.

10.6.7 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 | • Profit-and-Loss Account |
| • Cash-Flow Statement | • Projected Sales and Revenues |
| • Business Plan | • 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.

10.6.8 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.

10.6.9 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 or industry expert that I can call on?
5. Who is my ideal customer?
6. Who are my competitors?
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 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 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 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 of my business?
18. What taxes will I need to pay?
19. What kind of insurance 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.

Annexure-1

Trends in the Telecom Industry

The telecom service providers have always followed a growth trajectory in the past decade through increase in customer base as well as adding considerable numbers to their annual revenue. But in the recent times, they are facing an enormous challenge of adaptation to the matured, highly penetrated markets coupled with global recessionary effect. Therefore, a shift in paradigm to adapt their business models to the current situation is highly required and the need of the hour is the customer experience management to attain a higher retention ratio.

In the modern day telecom industry which has attained high penetration level, acquiring a customer is getting even costlier. Industry analysis states that only 25% of the acquired customers stay with the company after a year's time and on an average only 20 -30% of the entire customer base is revenue earning/profitable customers. Due to the churning effect of the customers, there is a huge imbalance created in gross additions of the customers and net addition.

Customer Retention

The major challenge for the telecom operators around the world is managing customer churn. It affects profitability of the company if a customer churns before the company can earn back the investment it incurred in acquiring the customer. Therefore, it is very critical to identify the profitable customers and retain them by offering differentiated service. After the identification of the valued/revenue earning customers, managing those identified group of customers is of utmost importance.

Customers Instead of Products

Over the past years, the telecom service providers have concentrated on introduction of new products. They have originated new products/services and then sought to find or create a market for them. But increased competition among the existing service providers and lower barrier to entry for new players has resulted in the growth in predatory activities in the telecom industry. Moreover, the cost of acquisition of new customers has increased considerably. Hence, now, there is a gradual shift in focus from introduction of new products for acquiring new customers to customers' experience. Currently, the telecom companies need to concentrate on retaining the existing valued customers and targeting more wallet share of each customer by creating more value and improved customer experience.

The Customer Experience

The telecom industry no longer talks only about customer service — instead, it is addressing the broader topic of the customer experience, which includes not just the conversations between customer service representatives and customers when something goes wrong, but the full range of customer contacts from when a service is ordered to when it is delivered. Service providers of all types are investing heavily in this customer experience. As service providers try to offer more services and more complex services, customer service requirements increase exponentially. It is easier for customers to get confused, there are more things that can break and it is harder for customers to decipher competitive offers and determine what they want.

Self-Care

Cost control initiatives are driving service providers to create more self-care options to eliminate costly labour wherever possible. One area of intense competition has been in adding features to the self-care portals they have created for their valuable business customers.

Multiple Channels

The service providers need to develop multiple channels for sales and support to enhance the customer experience. Increasing the footprint by adding on retail outlets is one of the options. Traditional channels like call centres also had been in focus. With the increase in competition and economic slowdown, the operators are looking for economical ways to serve their customers while keeping the service quality intact. Eventually, the service providers would like to move majority of its sales and services online through the web to attain better economics. Apart from attaining a cost effective solution by moving to web channels, the operators can empower the customers to perform various activities at a much cheaper price than the retail channels.

Annexure-2

Product and Services Offered by a Telecom Company

Sl. No.	Phone	Internet	TV	Shop
1	Post-paid mobile	Mobile internet(GPRS)	Unlimited recording with HD	Money
2	Prepaid mobile	Broadband	HD special Offer	Rewards
3	Fixed line	3G	Games offer	Offers
4	International roaming packs	4G LTE	IP TV	Cash back

Annexure-3

Sample Plan

There are people who call just a few numbers, people who talk late in the night, people who text constantly. There are compulsive chatters and people who need to update their status on social media every minute.

Telecom operators in an attempt to woo the customer and prevent churn offer plans customised by the customer himself to suit their needs. For example, if your best friend moves to a new city, then you can change your plan from local minutes to STD. There are reduced night rates, special STD rates, unlimited local calls, free SMS etc. The customer chooses the rental, benefits and top-ups.

A few examples of phone plans and their features and benefits have been captured below. Customers can mix and match as per their need.

Plan	Plan 1 199	Plan 2 299	Plan 3 399	Plan 4 599	Plan 5 999	Plan 6 1499
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Benefits	Local Calls: 100 minutes	STD Calls: 75 minutes	SMS within country: 200	3G Data 135 MB	2G Data 250 MB	ISD Calling 5 minutes
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Top-Ups	1000 minutes Local calling: Rs. 50	2 GB 3G Data Rs. 500	3000 SMS within country: Rs. 89	Free calling to one number: Rs. 199	National Roaming incoming free: Rs. 85	Caller Tunes Rs 25
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Glossary

- COAI - Cellular Operators Association of India. Facilitates the establishment of world class cellular infrastructure and deliver the benefits of affordable mobile telephony services to the people of India.
- Customer Care Executive- A customer care executive is one who essentially belongs to an organisation or service centre and works as a bridging force between the customer and the organisation.
- Customer – The person who buys our products/services.
- Cross Sell: Cross selling is the action or practice of selling an additional product or service among or between existing customer, established clients, markets, traders, etc.
- CDMA - CDMA stands for Code Division Multiple Access
- CRM- Customer Relationship Management, it refers to a systematic approach of handling customer relationships.
- Company Intranet- Company's intranet is the first place where any new products or services will be updated with its launch date.
- Computer- Computers are electronic devices that perform the basic operations of input, processing storage, and output under the direction and control of a program. It has the ability to store, retrieve and process data. A computer is used to type documents, work with spread sheets, manage database, create presentations, send e-mails, and surf the internet for relevant information.
- Call Recording - Includes the recording and storing of calls, normally relating to financial or legal transactions. The caller has to be informed before the call is recorded. For example "your call may be recorded for training or monitoring purposes".
- Complaint - Expression of dissatisfaction, usually involving a request for immediate action from ADNIC to address the complaining party's concern. It helps us understand where attention is needed to better function as a business and better serve our customers.
- Compliment - Expression of satisfaction with an ADNIC product, service or how staff has dealt with a customer. It helps us understand what we do well and leverage it across other areas of the business.
- Department of Telecommunications (DOT):- It acts as a license body, formulates and enforces policies, allocates and administers resources such as spectrum and number, and coordinates matters in relation to telecommunication services in India.

- Data - Data is the primary asset of any organisation and its security is essential.
- Escalation- an increase in the intensity or seriousness of something; an intensification.
- Formatting- (especially in computing) arrange or put into a format.
- GSM - GSM stands for Global System for Mobile Communications.
- GPRS - GPRS stands for General Packet Radio Services. GPRS allows customers to use internet services both on the mobile as well as on a PC. It allows multiple users to share same air interface resources simultaneously.
- Headset: A headset is a headphone combined with a microphone. Headsets provide the equivalent functionality of a telephone handset with hands-free operation. Headsets typically come with speakers for both ears.
- Hard Disk: The hard disk is a primary storage device. It stores the data permanently. This means that the data does not get erased even when the computer is turned off.
- Keyboard- Data is entered in the computer by typing and typing is done on a keyboard. The keyboard, therefore, is called an input device.
- Listening - Listening is receiving language through the ears. Listening involves identifying the sounds of speech and processing them into words and sentences. Listening is the ability to accurately receive messages in the communication process.
- Monthly Target: Monthly target is a specified amount of sales that a management sets for achieving or exceeding within a specified timeframe.
- MMS- MMS stands for Multi-Media Messaging Services. Multi-Media Messages allow the users to exchange pictures on GPRS enabled handsets
- Monitor: The monitor is the screen which shows or displays the data that is processed. It looks like a small TV screen and is an output device.
- Mouse: The mouse is a pointing device. It is used to point and select items on your computer screen. Just like the keyboard, the mouse too is an input device.

- Prepaid service - Prepaid service is the Pay As You Go service wherein the users buy a recharge balance from the provider as per his requirement.
- Post-paid services - In post-paid services users first avail the service benefit and then pay for the services.
- Probing- to search into or examine thoroughly; question closely.
- Printer: The printer displays the required information on paper. It is an output device.
- PIN - Personal Identification Number
- PUK- Personal Unlock Key.
- Query - Query is a question or an inquiry.
- Relationship Centre - A Relationship Centre is, generally, a retail outlet/shop/showroom started by a telecom company which displays a range of products and gives services beneficial to customers.
- Reading - Reading refers to the specific abilities that enable a person to read with independence and interact with the message.
- Rapport- a close and harmonious relationship in which the people or groups concerned understand each other's feelings or ideas and communicate well.
- Service Centre - A Service Centre is the part of a company's customer relationship management (CRM) department that interacts with a customer for their immediate benefit, including components such as the contact centre, the help desk and the call management system.
- Service Desk- A service desk is a communication centre that is a single point of contact (SPOC) between a company and its customers, employees and business partners. The purpose of a service desk is to ensure that users receive appropriate help timely.
- Store Manager- The person ultimately responsible for the day-to-day operations of a store.
- Supervisors/team leaders- The persons who lead the team and coordinate the overall work.

- **Sales Target:** The term is used to describe the expected performance over a given time period for an individual sales representative or sales team.
- **Sales Process:** A sales process describes an approach to selling a product or service. It includes seller and buyer risk, management, standardized customer interaction during sales, and scalable revenue generation.
- **Sales Reporting:** Sales reporting functions to serve the overall management of a company's sales structure. Sales reporting starts with an analysis of the lowest level of data. It means to build the data and give a detailed view of sales within a defined period and projecting it into the future.
- **Speakers:** The speakers play sound. They may be built in the system unit or can be connected through cables. It is an output device.
- **Scanner:** The scanner is a device that can be attached to the computer. It is used for scanning documents or images. It is an input device.
- **Spreadsheet - Spreadsheet** is a program which displays data in rows and columns. This data can be used for a variety of purposes (accounting, budgeting, charting/graphing, financial analysis, scientific applications). Spreadsheets let one view data visually using the charts (graph) option.
- **Speaking - Speaking** is an interactive process in constructing meaning that involves producing, receiving, and processing information orally.
- **Scanning-** looking at all parts of (something) carefully in order to detect some feature.
- **Skimming-** Go or move quickly on something eg: go through a book quickly.
- **Sorting-** arrange systematically in groups; separate according to type.
- **TRAI - Telephone Regulatory Authority of India.** Telecom Regulatory Authority of India (TRAI) is an independent regulatory body established by the Telecom Regulatory Authority of India Act 1997 to oversee the telecommunications industry in India.
- **TDSAT - Telecom Disputes Settlement and Appellate Tribunal.** It adjudicates any dispute with a view to protect the

interests of service providers and customers of the telecom sector.

- Time robbers - Time robbers are those activities which create interruptions at your workplace.
- Up Sell: Up-selling is the action whereby a seller induces the customer to purchase more expensive items, upgrades, or other add-ons in an attempt to make a more profitable sale.
- Value Added Services -Services which are beyond standard voice call services are known as Value Added Services.
- Writing - Writing is a medium of communication that represents language through the inscription of signs and symbols.

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Notes

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Notes

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