

SESSION DETAILS OF A GENERAL EDP

1. Micro lab - Ice Breaking Session

a. Duration : Two sessions

b. Why this session?

Micro lab is a process oriented package of experience, which is used to prepare the participants to learn psychologically. It is necessary because the youth especially with rural background are found to be relatively introverted and shy in nature. They may not mix freely with new faces and that may likely hinder the learning process. Unless they are psychologically prepared, their apprehensions are shed and their resistances are lowered, the participant may not derive benefit from the training program. They need to be motivated and opened to the learning process, if they have to actively participate in the training program.

c. Objectives

- To familiarize the participants with each other.
- To make the heterogeneous group into a homogenous group.
- To build expectations about the training program.
- To describe the importance of interaction in the learning process.



d. Tips to the Trainer

Make the participants to assemble in a garden or an empty hall. Introduce yourselves and instruct the participants to move around in a circle slowly bending their heads but listening to the instructions and simultaneously thinking & organizing their thoughts. Once they are given instructions to "group", they may break from the circle and form groups of two or three as instructed by the trainer. Afterwards make them share their thoughts, experience, feelings and opinions freely with the group members on the given topic/issue for 1 or 2 minutes. Once the instructions are given to "regroup", the participants have to reassemble in the circular form, keep moving slowly and listen to the instructions. Repeat this process for about five to six more rounds. At each round, ask them to form a group with persons whom they have not met earlier. Give instruction to share thoughts on a different topic each time.

After sharing experiences in the structured manner as above, the trainer may conduct any other ice breakers viz. role play, non verbal skit, concentration games etc to make the going lively. The Experiences of micro lab should be linked to the main aspects of the training while analyzing this exercise. For example the trainer can recall some responses from the participants and relate this with a competency of entrepreneurship.

Micro lab shall be administered on the first day of the training program, preferably in the morning hours.

Note: The purpose of the micro lab should not be explained to the participant in the beginning

2. Achievement Motivation – Confidence Building

a. Duration : One session

b. Why this session?

Motivation development aims at helping the participants reinforce their motives. Motive related behavior increases probability of their becoming entrepreneurs. It also aims at developing an inclination towards defining and setting goals and orients a person towards continuous self-appraisal. Achievement motivation would reinforce the behaviors viz. Striving for excellence, moderate risk taking ability, learning from feedback, problem solving & creativity etc.

c. Objectives

- To explain what energizes and directs human behaviors.
- To show the importance of motivation in success of a person.
- To explain how motives and self confidence influence the achievement of goals.



d. Tips to the trainer

Begin the session by asking the participants the purpose of their attending the training. The answers will be different from each other. From the various answers given, pick the thread from "the need to achieve something in life" and trigger the discussions as to why there is a need to achieve?

As the discussion progresses, a need is felt by the participants that there is a desire to achieve something in life for which there is no motive. With the trainer probing a little further, the participants may attribute their lack of motive to external factors/ environment without realizing their hidden/ internal strengths.

Through discussions, the trainer should stress on the immense potentiality an individual possesses and shall drive home the point that the results are the causes of our actions. Explain the importance of self confidence in developing motivation and positive attitude. Then explain the importance of motives in developing the need for achievement, which influences a person to set the goals and accomplish the same. Relate this to the performance of entrepreneurs. Explain by giving examples that human motives which provide the basis for most human behaviour are largely unrelated to biological or survival motives. They are related to feelings of competence, self esteem and social acceptance. Such motives develop as a result of individuals interactions with other people throughout their life.

Explain in brief, various motivational theories and how motives influence the human behaviour. The trainer may deliver the inputs through an interactive session laced with relevant stories, examples, quotations, anecdotes and humour.

3. Why Self Employment – Advantages over Wage Employment, Entrepreneurship Development – What, Why & How?

a. Duration : One session

b. Why this session?

Population explosion coupled with the unemployment situation is causing disharmony in our society. A large number of youth are competing for a limited number of positions in every part of the country. The mindset of the present day youth is that they are prepared go to the extent of borrowing money or selling their property to get a secured wage employment. Our country has



enough potentiality for self-employment opportunities and an individual can make a very good living out of the income generated from a self employment venture. However there is a need to plan and select a lucrative venture suitable to the local needs. Unfortunately, the focus of our education system is more inclined towards academic needs than towards self-employment needs. The present day situation offers lot of encouragement for self-employment in the form of Government subsidies, marketing facilities, training and various financial schemes

sponsored by Government. It is observed that many youth coming forward to take loan under Government sponsored scheme either come out of compulsion to do something or for the attraction of loan and subsidy & they lack commitment to self-employment. By providing proper information and advantages of self-employment, a vision is built. Further, the prospective entrepreneur will go with a firm mind set and enthusiasm to start the venture.

c. Objectives

- To list out the advantages of self employment vis-à-vis wage employment.
- To show the difference between the Entrepreneurship, self-employment and Income generating activity.
- To explain the process of Entrepreneurship Development.

d. Tips to the Trainer

Begin the session by asking the participants to raise the hands of those who are interested to go for job for which you will help them. Ask the participants who have raised their hand as to why they want to go for wage employment and its advantages. List out their responses. Take up the responses one by one and explain with examples the limitations of the perceived advantages. Ex: Advantage: Job security - counter it with the information about the present employment scenario and the difficulty in securing one, the limitations of the salary, job satisfaction, curtailment of creativity etc. After countering the responses go on explaining the advantages of self employment one by one.



At the end of the session, ask the participants again to raise the hands if they are interested in a job and see the difference.

Sl No	Vital points	Self -Employment	Wage Employment
1	Investment	Has to be done	Need not be done
2	Income	No limit	Restricted
3	Risk	Present	Not present
4	Responsibility	More	Less/Absent in some cases
5	Accountability	Very much	Less/nil in few cases
6	Employment to others	Can be given	Limited opportunity
7	Creativity	Unlimited and is rewarded	Limited and sometimes without rewards
8	Freedom	Unlimited	Limited
9	Opportunity for future generation to continue	Present	Absent
10	Time factor	Unlimited	Limited
11	Scope for implementation of own thoughts	Full freedom to do so	Limited freedom
12	Scope for development	Abundant	Very less
13	Satisfaction, happiness	Available in plenty	Scarcely available
14	Utilization of resources	Possible	Not possible directly
15	Contribution to society, nation	Directly and in more proportion	Indirectly and in less proportion
16	Worries	Worries concentrated on others and business. Hence better health and long life	Worries always self centered. Hence more health problems and likely lesser life expectancy
17	Desire to grow	Present in plenty	Curbed by many limitations

Now the trainer has to focus on what are Entrepreneurship and its development process. The trainer should also explain as to how it is different from Self Employment and an income generating activity.

❖ **Dynamics of Entrepreneurship**

Entrepreneurship is the character, practice and/or skill of an entrepreneur. An entrepreneur is a person who organizes, manages and assumes the risk of a business. Accordingly, entrepreneurship refers to identifying/innovating ideas, product and services; mobilizing resources; organizing production/service and finally, marketing them with constant strive for growth and excellence.

In the context of employment generation, the three terms i.e., entrepreneurship, self-employment and income generation are often used interchangeably. Although there are a lot of commonalities among these concepts, the three terms are not the same. Self-employment refers to full time involvement in one's own occupation or pursuit in which one may or may not have to take any risk to mobilize inputs and other resources to organize total production and services or to market the

product and services. Income generating activities, on the other hand, are often part time, casual and practiced for the purpose of raising additional income. The functions of entrepreneurs, as explained earlier, suggests that all entrepreneurs are self-employed and income generating persons. But all self-employed and income generating persons may not necessarily be entrepreneurs. Similarly, all self-employed persons are income-generating persons, but all income generating persons may not necessarily be self-employed.

Accordingly, all the three are useful means for employment generation but they are all in terms of their scope and impact with others. The three, however, can be viewed as initial, middle and terminal stages in entrepreneurial growth process. The main objective of any self-employment venture is to commence an economic activity.

❖ **Income generating activity:**

An activity that helps in generating income is only a beginning. Here the activity may be seasonal and the person engaged in it may not be utilizing full time and energy in carrying it out. In other words the activity may not have been carried out on full time basis. To illustrate, a boy engaged in selling lottery tickets in a bus stand, a cinema house, or in some public place can be said to be engaged in income generating activity. He might be attending to this only during his spare time. The main objective of a person engaged in such an activity is not to earn more and more income but to gain experience and confidence & to have a firm footing in the activity.

❖ **Self-employment:**

This is the second stage. The main difference between first and the second stage is "Time". In this, a person fully utilizes his or her entire time and energy in carrying out the activity. The income generated is on a continuous basis and the activity has a definite shape. To illustrate, the boy in the first example, after gaining sufficient experience, confidence and learning the tricks of lottery selling, establishes a stall and starts selling the lottery tickets.

The vital difference here when compared to the first stage is that, in the first stage, the boy is approaching people in order to sell the tickets, where as in this stage, he is stationed at a particular point and people approach him to purchase the tickets. Here the business is no more seasonal and an uniform income generation can be seen.

❖ **Entrepreneurship:**

This is a very vital stage. Income generating and self-employment activities undertaken with the only objective of earning money cannot take a person to this stage. Along with generation of income, the person has to acquire or develop entrepreneurial qualities. An entrepreneur not only creates employment for himself but also for others. He constantly looks for the opportunities, takes risk and grow in the business.

The message to the participants at the end of the session shall be "Entrepreneurs are not born but only made".

4. Entrepreneurial Competencies

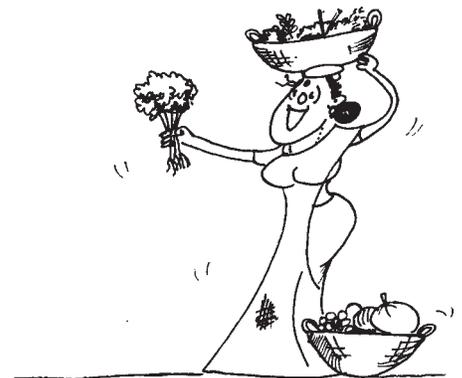
a. Duration : Two sessions

b. Why this session?

An entrepreneur is an independent person who initiates and establishes an economic activity. The success of an enterprise depends on the inherent viability of the project and the way the project is planned, implemented and managed. It is the entrepreneur who acts as a driving force behind the performance of these tasks. In order to carry them out efficiently, the entrepreneur needs to have certain knowledge, skills and a positive personality profile. All these put together could be termed as competencies. The general belief among the unemployed or ordinary people has been that the successful entrepreneurs have inherited the qualities and it is the money for investment which is crucial for success of an enterprise. However, the recent researches have shown that it is possible to develop successful entrepreneurs and thus has disproved the contention that the entrepreneurs are born with some gifted qualities. Today it is successfully proved that a person can be trained and developed so as to assume the risks involved in running an enterprise successfully. Hence it is necessary to make the participants to internalize the entrepreneurial competencies and motivate them to sincerely put in their efforts to develop the required competencies. Through this session an effort is made to enable the participants to internalize the competencies through class room exercise of analyzing a case study.

c. Objectives:

- To know the traits of a successful entrepreneur.
- To know the relevance of entrepreneurial competencies at different stages of enterprise launching and management.
- To know the details and impact of different competencies.
- To identify entrepreneurial competencies in a successful entrepreneur through a case study.



d. Tips to the Trainer

Open the session by explaining what is an enterprise and who is an entrepreneur. Ask the trainees to think of some entrepreneurs whom they have seen or observed and list out why some are successful and some are not successful. Ask what makes an entrepreneur successful or unsuccessful. List out the answers on a flip chart/black board which by & large will be like hard work, problem solving ability, investment, education, luck, influence, etc, which is not exhaustive. Now, explain the concepts and definition of knowledge, skill and motivation through the examples of swimming and cycling. Here providing only Knowledge does not help in acquiring the expertise. Thus, the next stage in acquiring the expertise is "Skill".

Ex: Imagine a competitor in a swimming or cycling race with excellent knowledge coupled with extraordinary skills but without motivation. He will be a mismatch to others in spite of possessing high levels of Knowledge & Skill. Hence, motivation is equally important as the other two for the success of the entrepreneur.

Explain about Prof. David C. McClelland's experiment and the conclusion thereof to identify the knowledge, skill and motivation of a successful entrepreneur. According to the theory, 15 behavioural competencies originate from knowledge, skill and motivation. They also found out that these competencies could be developed in a person. The finding was that a person can become a successful entrepreneur if he possesses or acquires at least 8 out of 15 competencies.

Thereafter, circulate a case study (model furnished below) among the participants. Ask them to read it carefully. Make groups of 4 - 6 participants and assign them to discuss among themselves about the entrepreneurial competencies observed in the case study. Allow 10-15 minutes for discussion. Ask the groups to come and make a presentation. After all the groups make the presentations, summarize the learning and reinforce the importance of acquiring entrepreneurial competencies for the success of an entrepreneur.

Note: Trainer can use either a story or a relevant case study. The case study if used should be brief and simple that depicts 15 competencies. For effectiveness, trainer can use pictures or posters depicting some characters, which help the trainees to internalize the theme. Further, while explaining the competencies, the trainer may link each of them to a story, a real life situation etc.

THE THIRD EYE - A CASE STUDY

As I entered the office, a stranger greeted me. He introduced himself as Ramanna. He was a farmer from the nearby village. He cultivated arecanut, rubber, cashew and pepper.

"I came five times to meet you, Sir" smiled Ramanna, "Somehow, whenever I visited the office, you were out on tour".

I remembered his name and the village being mentioned in the daily 'Times of India'. It even appeared in the TV news. But, I could not exactly recall about the subject.

When asked about it, he said "Yes, it is a news item about me. I used music to protect my rubber saplings from damage from the wild boar".

"Tell me more about it", I leaned forward curiously.

Ramanna made himself comfortable in the chair. And what followed was a very fascinating insight to his personality. Ramanna went into a reflective mood.

“Sir, I studied up to PUC. I hail from a family of Doctors. My father was a reputed Ayurvedic Vaidya. My uncle was a MBBS doctor. Aunt was a Lecturer. My brothers and sisters studied medicine. Some are abroad.

My father inherited a small property in the village. Since, my childhood I enjoyed my vacation in this farm, more than my school life in the city. I was always fascinated by the village life - it is so cool, calm- the swim, the thrill of being with the nature, watching the plants grow, the smell of soil and what not. Early in my life, I wanted to be a farmer.

However, father had different ideas. He and other family members had a dim view about farming and village life. They wanted me to become another Doctor. They were almost fanatical about it.

I, on the other hand dreaded the medical profession the most. The very sight of illness, sickened me. I used to wonder - this must be the dirtiest profession what with touching the warts and wounds of the patients. The smell of medicine nauseated me.

None of my arguments could convince my father. I had none in the family or friends to confide my feelings, my aspirations.

I have been a fighter; I had to, because my life and career was at stake. Hence, I conceived a trick.

I deliberately did not do well in my PUC examination. Until then, I was a topper in the school. If I got good marks, I would have been forced to study medicine. So, did not get marks to get into the non-bargaining position. I passed second class.

Father was furious with me. Other members scorned at me. I firmly told my father that I am not interested in further studies. I wanted to do farming.

My family was aghast. They tried their best to dissuade me from my pet idea. They avoided me. I never compromised and insisted about my ways. Finally they had to give in.

I turned out to be an outcaste in the family’, smiled Ramanna “But that was only for about 5 to 6 years. Later as I grew as Farmer, gained experience and money - I was recognized for achievements. I became acceptable to the family. In fact, they prided their relationship with me, because of my status in the society. I am wealthier than my brothers and sisters.

Ramanna was in an expansive mood. By this time my curiosity was aroused. “Fifteen years ago we cultivated paddy and areca. I thought areca would be the cash spinner as gutka was getting popular. I decided to expand the areca plantation. I went to several research stations. I collected different varieties and enquired about new technologies. It is better to have different varieties. Later, they can be of use as mother plants if there is a demand for these seedlings. I noted that the traditional method of raising areca seedlings were inadequate. Not all the nuts germinated. I wanted a new 100% improvement to get the maximum benefits.

“What I did was to try whether Mudi system helps”.

“What is that Mudi system?” I queried.

“Paddy and rice was traditionally preserved in compact paddy straw basket. It is known as Mudi. I made a mudi of arecanut seedlings, made it wet and kept it on rocks to avoid ants. I got 99% germination. Similarly a new method for high germination of coconuts was invented by me. I could save a lot of resources.”

He continued - “but the farmers” obsession with areca frightened me. This is not a food crop. Not very essential. Tomorrow, if supply exceeds demand, we would be doomed. On that reasoning, I diversified about 6 acres into rubber plantation. But I had a postering problem. You may know that our village is in the heart of Western Ghats. The wild boars relish tender seedlings be it coconut, areca or rubber. That was one big problem.

The common approach to protect the crop from wild animals is to have barbed wire fence after deep trenches. The new method is to have electrically wired fence. I found both to be very expensive. In my view, it is a non productive investment. I thought over the problem. I wanted to solve it through easier means. He paused for a while, collecting his thoughts.

“I had a fan for music. In the village, I was the first to bring a tape recorder. It attracted many villagers. I thought that this interest would be of some use. You may be knowing that farm labour is very scarce and costly these days, thanks to the beedi industry. Moreover, labour work is monotonous and boring. They have to be attracted and kept humoured. I bought several cassettes of songs and Yakshagana liked by the labourers. And I played them at their work place, even in the open field. That was some thing pleasantly novel to them. To that extent their standard of living enhanced. It ensured their regular attendance. In fact, their productivity increased by 150%.

And I thought, if it could enhance labour productivity, can it be used to ward off wild boars. So, I set out with music blared at few of the breaches in the fence of the rubber plot. But the problem persisted. I reasoned that the Bhaktigeets cassettes might not have deterred the boars, but instead had attracted them.

Whilst watching TV, I heard music from Michael Jackson. I tried his cassettes. That did it. The music indeed threatened the wild boars. To get them off guard, I changed the placement of the speakers. It worked well. My rubber buddings were saved. In fact, they came to bearing within 4th year. That was news to the Rubber Board. And through them my experiment found a mention in the newspapers and TV. But it must have been a costly investment than a barbed wire fence? I insisted.

“Not at all I had already the music system with several speakers. The usual electrical wire would have been costly. What I did was to plant wasted one inch PVC pipes as bearer poles for the tape

recorder wiring. I took a risk in buying ordinary binding wire. It was much cheaper. Thankfully, it worked”.

“I used to regularly watch the UGC programmes on TV. And watching it and discussing with like minded farmers, engineers and business men gives me news insights to innovate and resolve the problems. I also visit along with my family, the Technology exhibitions, University and Research centers as a sort of LFC that you employees enjoy. These visits also help in building contracts”. Well I thought here is a man of action. He must have come to me with a purpose, particularly when he persistently tried to contact me. I wanted to know.

‘Yes’ said Ramanna, “I came to seek your help in two things. First one is to know about tissue culture technology. I had visited Indo - American Hybrid Seed Co. in this regard. But that seemed to be too high Tech. I learnt from my acquaintance that you would be having some ideas on mini tissue culture technology. I wanted to know about its feasibility”. “Secondly, since you are also a banker, may be your advice and guidance would help me in the long run to avail the required finance if I decide on the tissue culture project. Sir, I want you to visit my farm. Can you give me a date?”

For, I thought here is a man to whom, helping would be a privilege.

Study the above case study and identify the different competencies in Mr. Ramanna

5. Problem Solving & Creativity

- a. Duration : One session
- b. Why this session?

One of the distinguishing characteristics of an entrepreneur is his/her capability to solve the problems. An entrepreneur accepts the fact that problems are bound to be there while pursuing the goal. An entrepreneur is likely to face a variety of problems in the course of establishment and management of his enterprise. Solving the problem is necessary for managing the affairs smoothly instead of remaining under stress and tension when one encounters problems.

c. Objectives

- To explain the need for developing problem solving skills.
- To narrate the process involved in problem solving.
- To discuss the importance of creativity in Entrepreneurship.

d. Tips to the trainer

Begin the session informally by asking them to define a problem and list the types of problems they have encountered in life. After this, ask them the methods adopted by them to solve the problems encountered. Explain

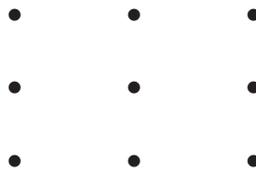


how problems are inevitable in our life and also in establishing/running an enterprise.

Explain the process of problem solving with the help of examples. One such example is the story of Hanuman bringing Sanjivini Mountain to save the life of Lakshmana.

Now ask the participants as to what types of problems that they would encounter as an entrepreneur and methods adopted to solve them. To drive home the above point, administer nine dot exercises as furnished below. Explain why creative approach is required to solve the problems. Relate it to the business situations of the target group (participants)

Ex: Nine Dot Game



Note: Ask the participants to connect the above nine dots without lifting the pen from beginning to end by drawing four straight lines. Retracing of the line is also not permitted whereas crossing of one line by another line is allowed.

Sum up the learning and reinforce the need for developing problem solving attitude to achieve success in running the enterprise.

Now explain what is creativity & characteristics of a creative person. Emphasize the need for creativity in developing problem solving attitude for a successful entrepreneur.

6. Human Relations

- a. Duration : One session
- b. Why this session?

Human relations is both an obsession and a skill denoting the attitude and perception of a person. Better the human relations better will be the networking and people management. Practicing human values will help an entrepreneur to achieve long sustaining success not only in his professional life but also in personal and social life. It is a necessity that an entrepreneur should follow the business ethics coupled with self discipline to fulfill one’s social responsibility. He has grown by drawing support from the society and hence he has a responsibility towards the society. So there will be a win - win situation for everybody in the society.



c. Objectives

- To highlight the importance of human relations with customers, other related entrepreneurs, competitors, workers, suppliers, family members, relatives, friends and well wishers.
- To explain the significance of social responsibility of an entrepreneur.
- To list out the entrepreneurial values & ethics in business.

d. Tips to the Trainer

Begin the session by initiating a discussion on human relation. List out the opinion of the participants on the block board. Start explaining the relevant ones and stress on the needs of good human relations. List out the tips for better human relations. Explain human values, self interest v/s selfishness, honesty & integrity, positive thinking etc. Explain the business ethics and social responsibility of an entrepreneur and the need for inculcating entrepreneurial values. Explain “Johari Window” theory on personality and its relevance to human relations.

Summarize the learning and conclude the session with a powerful message to be an honest and ethical entrepreneur.

7. Ring Toss Exercise

a. Duration : Two sessions

b. Why this session?

Risk taking is an important aspect of entrepreneurial life. The choice of any occupation is influenced by the need for security and a fear of failure. The entrepreneurs need to take risk and expect rewards. Successful entrepreneurs need to be calculated risk takers. They shall not aim at goals that can be very easily accomplished. They should like challengers. In reality, most of the entrepreneurs end up taking a low risk and set goals that could be easily accomplished. Most of the first generation entrepreneurs in the initial stages lack access to new ideas, knowledge skill and other resources. As a result they find it difficult to start a business. They need to develop their capacity for setting goals and taking risks because both these qualities are essential to start and run an enterprise successfully. This session provides an opportunity to the potential entrepreneurs to understand the importance of risk taking and goal setting aspects and assess their own ability to take risks and achieve the goals.

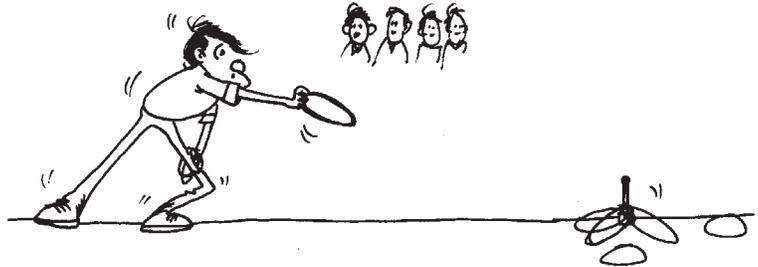
c. Objectives

- To analyze the situation prior to goal setting and gather as much information as possible.
- To List out one’s own resources and assess their capabilities.
- To develop attainable, realistic and challenging goal for oneself and modify the goals on the basis of his/others experience.
- To examine one’s own risk taking behaviour i.e. whether a high risk taker, moderate or a low risk taker.

d. Tips to the Trainer

The training aids required are four rings of about 8" diameter, a wooden peg with a stand of about 18" height, a scoring sheet to the trainer and record sheet to the trainees. This is a simulation exercise followed by interaction, discussions and analysis.

The trainees, one after the other, are asked to throw rings over a peg from a distance selected by them. The first round involves choosing a distance and throwing rings over the peg individually away from the presence of other participants. In the second and third rounds, the participants go through the same procedure in the presence of others.



In the fourth round, they act under the additional influence of an incentive wherein they earn more points (or money) by choosing longer distances.

At the end of the session, the trainer sums up the learning of the exercise as experienced by the participants and relate the risk taking and goal setting behaviour to the success or failure of the enterprise.

Record Sheet

Sl. No	Name	I Round		II Round		III Round	
		Distance selected	Successful throws	Distance selected	Successful throws	Distance selected	Successful throws

8. Tower Building Exercise

a. Duration : One session

b. Why this session?

It is observed that whenever youth face uncertainty and risk, they tend to withdraw because of their lack of exposure, lack of knowledge and sense of inadequacy. This directly affects their self-confidence. Experiences in developing youth as entrepreneurs suggest that when they get the feeling that “They too can do it”, their self-confidence increases. This helps in improving their performance considerably. Self-confidence is one of the important human traits required in youth to become successful entrepreneurs. Hence it is important to let the potential entrepreneurs experience that their performance can be affected by the presence or absence of self confidence. The session aims to provide the participants an opportunity of understanding their behavioural pattern in relation to

their confidence level. It also shows their response in accomplishing a task with and without support / help from external sources.

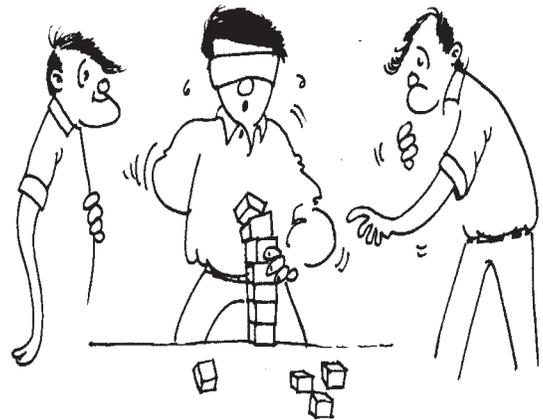
c. Objectives

- To explain & articulate the role of self-confidence in performing any activity.
- To develop a belief in their own ability to complete a given task/ face a challenge without depending upon external assistance.
- To explain the process of building self-confidence.

d. Tips to the Trainer

The requirements are

- i. About 25 wooden blocks (cube shaped) with plain surface of 5 sq. cm. each.
- ii. Clean handkerchief (black color) for Blind-folding.
- iii. Observation sheets.
- iv. Paper slips.



Note:

- This is a simulation exercise followed by interaction, discussions and analysis widely used with a fair degree of effectiveness.
- This exercise shall be carried out only after giving inputs on Entrepreneurial Competencies. The objectives of the exercise should be revealed only after conducting the game.

Firstly, arouse the interest of the participants for playing the game of tower building. Administer the game as detailed below:

Three trainees are selected and are given the roles of Proprietor, Supervisor and Worker. The worker is blind-folded and asked to build a tower, using the left hand. The roles of the three are made clear in the beginning. The proprietor and supervisor are not allowed to assist the worker physically, but they can discuss, encourage or advise the worker. Others in the group are asked to observe and rate the proprietor and supervisor for their helping and encouraging role in the game.

Analyze the game experience by noting the observations, asking structured questions, noting the responses and probe deeply to bring out the following aspects:

- a. Decision making and goal setting by assessing ones resources and strengths
- b. Planning and scanning the environment
- c. Impact of expectation on the performance

- d. Role of help and encouragement in performance
- e. Dependency on support of others
- f. Confidence in ones own abilities
- g. Developing self confidence

Ask the participants to sum up the learning from the game. Reinforce the learning points by giving some examples.

9. Boat Building Exercise

- a. Duration: Two sessions
- b. Why this session?

Generally the unemployed youth mainly look at the gains of a business. However, most of the time, they overlook to understand the skills that are required to earn profit. Through this simulation exercise they will be able to experience the relevance of certain competencies like systematic planning, efficiency orientation, concern for quality and commitment to work contract. Other aspects of entrepreneurial behaviour like goal setting, learning from experience, taking personal responsibility for success or failure, coping up with stress can also be dealt in this exercise. The exercise will effectively enable the participants to internalize the entrepreneurial competencies and also to examine their own behaviour patterns in relation to the competencies.



c. Objectives

- To test one's own ability in systematic planning and efficiency.
- To develop ability to cope with stressful situations.
- To explain the importance of efficiency orientation, systematic planning and concern for quality.
- To illustrate the need for taking personal responsibility for success or failure.

d. Tips to the Trainer

The requirements are

1. Glossy one side colored paper cut into squares (10 X 10 cms.)
2. Instruction sheet for the boat making game (one copy for each participant)
3. Black board/ flip chart
4. A stop watch

The trainees are asked to make two different paper models of *boats* according to certain quality standards. During the trial round, the trainees are made to set their own time estimates for making

the models. Thereafter the trainees will be asked to record the actual time taken and to indent for the raw material (Paper for boats) based on their estimate. Now, the participants are advised to make the boats within the time limit of five minutes. This exercise is to be carried out for both the models separately. The trainer shall purchase the completed boat as per the quality standards and reject those which are not conforming to the specifications. Now ask the participants to calculate profit/loss. Analyze the answers of the participants and relate it to the following aspects:

- Systematic planning
- Concern for quality
- Commitment to work contract
- Learning from mistakes/experience
- Reacting to the external environment
- Seeking information
- Creating and handling stress

Boat Making Exercise - Handout for the trainees

SCORING SHEET

	Model I	Model II
I.		
A How many you would make with in five minutes?	____Nos	____Nos
B Probability of achieving this target i.e.; 100%, 90%, 80% etc.	____ %	____ %
C Why do you think you would achieve this target?		
II Trail		
A How much time you took in making these models (in seconds)?	____Secs.	____Secs
B How many you can make with in five minutes?	____Nos	____Nos.
C What would be the investment?	Rs_____	Rs_____
D Probability of achieving this target	____%	____%
E Why do you think you would achieve this target?		
III Business & Result		
A How many did you make?	____ Nos.	____Nos.
B How many could you sell?	____Nos.	____Nos.
C Sales in Rs	Rs._____	Rs._____
D Profit/Loss	Rs._____	Rs._____
IV Please write reasons for your profit or loss you made in each model		

NOTE: Administration of all the above three games requires specialized skills which calls for a certain amount of expertise. Unless the trainer is trained to implement the inputs, she/he should seek an expert's help in the initial stages.

10. Time Management Exercise

- a. Duration : One session
- b. Why this session?

Time is money but different in that, if once lost cannot be got back. It is a limited resource and unique in that it is provided equally to every person in this universe without discrimination by the almighty. Efficient time management decides the growth and success of an enterprise. Emphasizing the importance of time management and avoiding the time wasters will reduce the stress on an entrepreneur.

Successful people recognize the value of time and get best out of it by managing it better. Thus time management is about setting clear priorities and making sure that they are achieved.

- c. Objectives

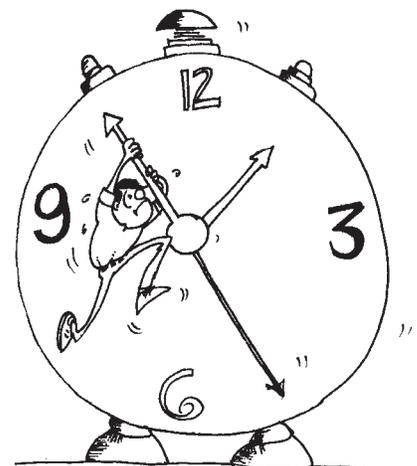
- To internalize the importance of time in managing stress.
- To calculate value of time.
- To identify the priorities and rank them the order of importance.
- To list the key factors for managing the time efficiently.

- d. Tips to the Trainer

Inform the participants the need to understand the value of time. Make them realize that time is a precious resource.

Illustrate this with an example of a bank account where in we all receive **Rs. 86400** every day which we can spend the way we want but devoid of carry over to the next day. If we fail to use this precious money, it is lost forever. Correlate the same by replacing "**Rupees**" with "**Seconds**". Make the participants realize that our life is "**TIME**". Inform about the time wasters and importance of prioritizing the work.

Ask the participants to write down how they would like to change their time management pattern and way of life in future to accomplish the goals. Analyze and sum up with the learning points.



11. Business Opportunity Guidance

- a. Duration : Two sessions
- b. Why this session?

When a youth wants to undertake any economic activity, he/she has to think & plan on the following issues right from the beginning:

- What activity should I start?
- From where do I get the information?
- How do I go about it?
- Will I be successful?

These are the big questions faced by most of the first generation entrepreneurs. Any enterprise has to start from an idea. This basis for the business is called the **Business Idea** (BI). Starting an Enterprise based on a business idea is often an irreversible process. The entrepreneur becomes wedded to the enterprise committing most of his resources and quality time to the enterprise on a long term.

The entrepreneur is at cross roads at this phase of business idea selection. Selection of business idea can make or mar the entrepreneurial career. Proper selection leads the entrepreneur to the path of success and enhances his esteem and respect in the eyes of people. In addition, it saves valuable money, time and effort.

c. Objectives

- To generate business ideas.
- To apply the selection criteria to the chosen business activity.
- To describe the steps involved in selection of business idea.
- To select an activity which is viable and within the resources/ liking of the entrepreneur.
- To decide the size of the activity selected.



d. Tips to the Trainer

Begin the session by asking the participants how they have chosen the proposed entrepreneurial activity and why only that particular activity? Note the responses on the flip chart/board. Ask them if they are confident of pursuing that activity profitably and have firm conviction for the chosen activity - note the responses. Inform them that there is a scientific method to choose the activity. Explain the need for generating business ideas and tools & techniques for the same.

Divide the participants into convenient groups consisting of 6 to 8 members & allow discussion for about 30 minutes to generate maximum number of business ideas. Ask the participants to enlist the ideas thus generated. Give some sample ways of generating ideas by using brain storming, research techniques & creativity.

Ask the groups to classify and sort out the opportunities into four sectors viz. Agriculture, Industries, Services and Business. Now ask them to carry out macro screening, micro screening for verifying the choices as detailed below:

❖ **Macro Screening:** At this stage, the entrepreneur will examine the classified listing to come up with a shortlist of about twenty most workable ideas which depends on the following factors:

❖ **Personal Preference:** One can start with personal preferences for short-listing their ideas. Based on their vision, qualities and resources, some ideas will have natural attraction for them. Note which of the ideas appeal the most, moderate, and least of all. Let the entrepreneurs consider most appealing business ideas, which they will be able to carry out for ever.

❖ **Capacity to invest:** Next to preference, let them apply their investment capacity for further short-listing the remaining opportunities. Investment capacity includes both their own capital or equity and the amount of money they can borrow from others. Drop opportunities whose capital requirement is absolutely beyond their investment capacity (own and/or borrowed capital).

❖ **Familiarity or exposure to needed technology:** The entrepreneurs may have had some exposure, experience or training with the technology needed for some of the ideas. If so, let them use this as a factor for choosing the business idea.

❖ **Micro Screening:** Having matched the ideas with their preference, capacity and capability, the entrepreneurs need to weigh each opportunity with respect to availability of certain inputs to make it viable. These inputs include availability of:

- Raw materials
- Buyers or Customers (the market)
- Needed technology & skills
- Government support

Let the entrepreneur rate each of the short listed idea generated from micro screening using this five-point scale:

- 5 - Excellent
- 4 - Satisfactory
- 3 - Average
- 2 - Unsatisfactory
- 1 - Very poor

In the end, they should have obtained total scores ranging from 5 to 25 for each of the business ideas. Note the factor, which might be critical for success in that business. See Chart 1 to get an idea of how your rating sheet might look like.

❖ **Verifying the Choices**

Encourage the entrepreneurs to go out into the market and try to get a few more facts about the business ideas. Let them try to identify the critical factors that might affect success or failure of a business. Classify these factors into those that they can control, and those which are beyond their control (such as government regulations, weather, and so on).

Finally, they should be able to identify the following:

- What are the Strengths (S) and Weaknesses (W) of this business idea?
- What are the opportunities (O) and Threats (T) in this business idea?
- Ask the groups to present the procedure followed for selecting their final activity.

This presentation exercise is called “**PRODUCT ADALAT**”. When a group presents the report, other participants will be observers and there will be interactive question and answers at the end of the session.

CHART - 1						
MICROSCREEN RESULTS						
Short list of ideas	Availability of Raw materials (1-5)	Availability of Market (1-5)	Availability of Technology (1-5)	Availability of skills (1-5)	Government policy (1-5)	Critical success factor (1-5)
1.						
2.						
3.						
Rating Scale: 5 - Excellent, 4 - Satisfactory, 3 - Average, 2 - Unsatisfactory, 1- Very poor						

12. Market Survey - Theory, Practice & Analysis

- a. Duration: Seven sessions
- b. Why this session?

Once a prospective entrepreneur identifies a business opportunity and chooses an activity, the next step is to assess the viability of the particular activity. He has to decide not only the activity but also



the location and scale of activity which he has to undertake which generates him good business and ultimately profit. Markets are increasingly becoming dynamic and competitive. Experience in promoting first generation entrepreneurs suggest that most of them are facing problem in setting up and running the enterprise mainly due to lack of knowledge on existing market, competition, consumer needs and quality of the product. If the entrepreneur conducts the market survey to confirm the

demand for the product or service, it is possible to minimize the risk and increase the probability of success. The entrepreneur is exposed to designing a questionnaire to collect the required information on the selected activity from Customers, Suppliers, Manufacturers and Competitors as the case may be. He practically conducts the market survey, collects the necessary data regarding the market situation for the selected ventures & prepares a report there on. Lastly, the participants are made to share their experiences through a group discussion followed by a presentation.



c. Objectives

- To explain the need for market survey.
- To develop the method to collect and use the information generated.
- To develop an effective survey plan for the selected activity.
- To conduct a market survey.
- To prepare a report on the data generated.

d. Tips to the Trainer

The Trainer starts the discussion with an introduction to the market survey & its objectives. Ask the questions like what happens to the entrepreneurs when they start their business without conducting

market survey? Put the answers on the flipchart/board. Ask the participants as to what they need to do to overcome these problems? Note down the responses on the board.

Explain the participants as to how they can develop a systematic procedure for conducting a market survey. Discuss the 5 point process for conducting a market survey which is as given below:

1. Defining the objectives and the specific information to be obtained:
 - Identifying sources for obtaining information.
 - Assessing the time and cost involved in the study.
 - Working out the methodology and action plan.
2. Selecting a sample size by determining whom to contact and when to contact.
3. Preparing questionnaires for the survey interviews.
4. Collecting data and analyzing the information thus obtained.
5. Preparing a report based on data analyzed.

TIPS TO THE PARTICIPANTS FOR CONDUCTING MARKET SURVEY

At the end of the session, trainer shall emphasize with the participants, the following precautions for conducting market survey:

- » Not to be prejudiced
- » Not to be impatient
- » Not to argue with the interviewer
- » Not to reveal privileged information so collected to others
- » Not to write notes while discussing but to make notes immediately after the interview
- » To make adequate preparations before the interview in sequencing the questions to be asked
- » Approach competitors as potential customer and not as competitors
- » Thank the people whom you have approached for the interview

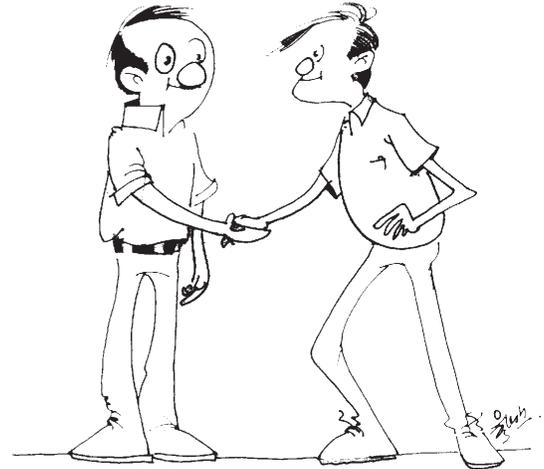
Ask the participants as to where they will go to collect the required information and note their responses. Explain the source of data (Primary and Secondary). Also ask the participants as to what they would like to survey in relation to the market/demand for their own product or service.

Now, trainer shall divide the participants into groups of four or five. He will also inform the trainees that they will be going out for a market survey and explain in detail about the process involved in the field visit.

13. Effective Communications Skills

- a. Duration : One session
- b. Why this session?

Running the enterprise successfully is the primary objective of an entrepreneur. To run the enterprise smoothly, the entrepreneur has to interact with his customers, suppliers, workers and also with all kinds of people who are connected with the enterprise. He has to convince the customers about his product or service for which effective communication is an important tool. Today, effective communication is a must for efficient marketing and building a good image/rapport with the customers. This has become more important considering the changing scenario in entrepreneurship development. Thus, it is necessary for an entrepreneur to understand the importance of communication and acquire effective communication skills.



c. Objectives

- To understand the importance of communication skills in running an enterprise.
- To list out the elements of effective communication.
- To understand the barriers of effective communication & the ways to overcome them.

d. Tips to the Trainer

Begin the session by asking the participants as to what they understand by the word communication? Note their responses. Explain with day to day examples and ask some of the participants to come to the dais for speaking on a subject they want within a time frame of say **90-120 seconds**. Ask the

participants if the impact of the speakers was same or different. Then, list out all of them and discuss. Explain the types of communication, elements of effective communication, body language, non verbal communication, barriers of effective communication and their impact.



Trainer can administer a role play to drive home the point effectively. In the role play, one of the participants to act as a seller & another one as a buyer. Now facilitate them to communicate their ideas effectively. Explain listening skills and body language to understand

people better. Finally, analyze the behaviour of the participants in the game and give tips for effective communication.

At the end, ask the participants about the implications of wrong or ineffective communications on the business of an entrepreneur. Note the responses and sum up the learning of the session.

14. Business Plan Preparation

- a. Duration: Two sessions
- b. Why this session?

A business plan is a concrete plan of action developed to implement the basic business idea of an entrepreneur. It contains specification of the product proposed to be manufactured / service to be rendered / trade to be carried out, method adopted & the marketing plan. It also includes details of physical facilities and the finance required for converting a business idea into a technically and commercially viable project. Preparation of a business plan is one of the key steps in setting up an enterprise. Generally the first generation entrepreneurs are carried away by the appearance of a business activity and think that investment of money is the numero uno i.e. number one to earn profit, which in reality is not so. Hence, it is imperative that the entrepreneur must know the importance of systematic planning and knowledge about the proposed enterprise.

- c. Objectives

- To prepare a business plan.
- To ascertain initial viability of a business proposal.
- To conduct feasibility study for setting up an enterprise.
- To enlist the technical, financial, marketing and commercial aspects of business.



- d. Tips to the Trainer

Begin the session by asking the participants as to what is a business plan and note down their responses. Choose a person in the group whom you feel has concrete business knowledge and elicit detailed information about the project. Go on recording the details on the board/flip chart in the order of business plan report. After completion of the exercise, participants will understand that this is nothing but a **project report**. Discuss about the business plan and relate it to the requirements of the entrepreneur. Explain the concepts such as plan format, costing & pricing, fixed cost, variable cost and break even point.

Ask the participants to prepare their business plan. Help them by clarifying their doubts. Scrutinize all the business plan reports and point out the mistakes if any and guide them properly so that participants will be able to prepare their error free business plan.

15. Working Capital and its management

- a. Duration : One session
- b. Why this session?

The proper money management is critical for success of an enterprise. The entrepreneurs have to take various financial decisions to maximize profits. They must acquire the necessary financial skills to manage their day to day financial needs. The first generation entrepreneurs may not be in a position to differentiate the relationship between a long term and short term finance. Thus, proper assessment and management of working capital is crucial for successful running of an enterprise.

c. Objectives

- To define working capital and its importance in an enterprise.
- To estimate and calculate the working capital required for an enterprise.
- To explain various aspects of working capital management.



d. Tips to the Trainer

Make the participants understand the long- term and short-term finance requirements for the enterprise and relate these to the concept of working capital.

Only in case of entrepreneurs going for industrial activity, the concepts of current assets, current liabilities etc, may be dealt with. For other small entrepreneurs, it is sufficient if the working capital cycle and its assessment is explained.

16. Marketing Management - Managing the customers - Marketing - practical field exposure - Group exercise

- a. Duration : Five Sessions
- b. Why this session?

For a business to be profitable, there must be an adequate market for its products or services. Customers will be prepared to pay a price for a product or service only when it satisfies them. So



finding out what gives satisfaction to the customer and providing right product or service in the right manner can be called as MARKETING. Customer is an important person for an entrepreneur. Skillful Management of the customers is the backbone of any successful venture. Hence it is necessary for an entrepreneur to understand the importance of managing the customers properly. First generation entrepreneurs will be having certain barriers for marketing of a product or a service. To enable them

to have a clear perception on the marketing aspects hands on experience will be provided in this session through practical exposure to marketing.

c. Objectives

- To define the elements of successful marketing.
- To explain 4 P's of marketing.
- To elaborate the need for understanding consumer behaviour and preferences.
- To work out a marketing strategy for their product/ service.
- To explain the importance of customer service.
- To expose for practical marketing experience.
- To share the practical experience of marketing for mutual learning amongst participants.



d. Tips to the Trainer

Marketing Management:

Begin the session by explaining the difference between marketing and selling. Explain the importance of marketing and its process.

Introduce a role play. Select four trainees to perform the roles of entrepreneur, customer, retailer and whole sale dealer. Brief each participant on the role he/she should perform. Other trainees will act as observers. Facilitate them to enact the role play. Note your observations and also that of other participants. Explain the characteristics of a successful entrepreneur in marketing process. Sum up the session quoting 4 Ps of Marketing.

Note: Before initiating the role play, trainer should explain about the purpose of the role play, how to play the characters etc to the trainees. Trainer will inform the trainees that those who have taken particular roles should develop their own scripts or conversation. Trainer will observe carefully the whole play and make his observations. Later, he will analyze the outcome of the role play and help the trainees to improvise their conversation skill.

Marketing - Practical field exposure - Group exercise

Before the field visit for practical marketing, inform the trainees about the purpose of the exercise. Make the participants into separate groups of 4 to 6 members and follow the procedure as detailed below:

- ▶ Each group shall carry an amount pooled by each participant at Rs.100 per head and go to the nearest town/city, buy some product chosen by them out of the amount.

- ▶ Then, they shall go to any part of the city/town in groups and sell the items purchased by them. They can repeat this exercise as many times as possible by recycling the funds within the stipulated time.
- ▶ Make the participants to understand that they have to make maximum profit out of the sales made by them.
- ▶ Participants to utilize all the resources at their disposal to its optimum level and to return to the institute at the specified time.

Note: The field visit is to be completed within the duration of three sessions

With the above instructions, allow the participants to go for the field exercise. The trainer shall move around the places and observe the activities of some of the groups. After the field experience, make the participants to reassemble in the class room and share their experiences-Group wise & individually. While the participants share their experiences, probe them by asking few questions relating to product, place, price, the way how they convinced the customers, their feelings etc. Note down significant points emerged out of the presentations & summarize the session by making use of some of the important points that emerge from the marketing exercise.

17. Insurance

- a. Duration : One session
- b. Why this session?

This session will emphasize the importance of insurance for an enterprise. The knowledge about these aspects will enable the trainees in ensuring insurance for their building, machinery, tools, equipments, etc. so that unforeseen losses could be avoided.

- c. Objectives

- To explain the importance of insurance.
- To explain the types of insurance, eligibility, premium and risk coverage.
- To explain the methodologies of claims settlement.

- d. Tips to the Trainer

Start the session with an explanation about why insurance is required for an enterprise. Explain about types of insurance, various schemes available for the entrepreneur to insure the unit. Further, highlight the details about the premium, eligibility and procedures of claiming the insurance, etc. &



clarify the doubts of the participants. Summarize the session by stressing the need for insuring the unit and benefits derived thereon.

Note: For effective delivery of inputs, services of a Branch Manager / a development officer from a reputed insurance company may be engaged to handle the session.

18. Banking

- a. Duration: Two Sessions
- b. Why this session?



One of the important requirements to start a self-employment venture is capital. Financial institutions like commercial Banks which provide necessary finance, play a vital role in the field of enterprise development.

After Bank's nationalization, banks have accepted social responsibilities and are working for the betterment of weaker section/down-trodden people in the society. Financial assistance is made available to those engaged in agriculture and allied activities, rural artisans, SSI, for pursuing education and exports which are classified under priority sectors.

Lack of complete and detailed information on the Bank's financial assistance to various self-employment activities is a bottleneck for getting timely finance from the Banks. Thus it is essential to understand the principles, practice and procedures of Bank finance.

c. Objectives

- To define and describe the basic functions of a commercial Bank/RRB.
- To enumerate various deposit schemes and other services of Banks.
- To explain the importance of maintaining continuous rapport with the banker.
- To explain the importance of prompt repayment of loan and demerits of default.
- To explain the various lending schemes including various Government sponsored schemes.
- To educate the entrepreneur about various lending norms, eligible purposes, investment pattern, loan amount, margin, rate of interest, security and repayment of loans etc.



d. Tips to the Trainer

Start with an introduction on Banking, history, growth after post nationalization and types of services. Explain the various deposits schemes, lending schemes including various government sponsored schemes. List out the other banking services that are relevant to an entrepreneur. Highlight the various lending norms covering eligible purposes, investment, loan amount, margin,

rate of interest, security and repayment of loans. Clarify the doubts through a question and answer exercise.

Note: For effective delivery of inputs, services of a Banker from a nearby bank may be engaged to handle the session.

19. Book Keeping and Accountancy

a. Duration : One session

b. Why this session?

The law of any country requires that every businessman should maintain certain written records. It is surprising that majority of them do not know the benefits that result from adopting systematic and regular accounting procedures. Absence of such a system is one of the important reasons for failures and wrong decisions. Accounts are the eyes' of business and it shows the economic condition of the business very clearly. Keeping proper & regular accounts helps the enterprise to grow.

c. Objectives

- To list out various types of records to be maintained in small enterprise.
- To enlist various heads of accounts and appropriation of expenditure therein.
- To compare income and expenditures with estimates or past records.
- To assess financial position of an enterprise and plan for future.



d. Tips to the Trainer

Begin the session with a discussion on the functions carried out in an enterprise. Ex. Production, Marketing, Selling, Collection of money etc. Emphasize how money is circulated in business and necessity to keep records of different aspects of the business such as quantity of raw materials used, volume of finished products and the sales turnover. Highlight that record-keeping will help in proper accounting.

Explain to the participants the benefits of keeping regular records and accounts with some examples. Explain different types of records to be maintained. Also explain the necessity for keeping the accounts on day to day basis even for a small business by making use of some formats.

Practically show how entries are made in different books by posting certain entries on blackboard. For practice purposes, the participants may be asked post some entries in their books.

Sum up the session with a request to the participants to practically observe the accounting procedures being adopted by an enterprise at a later date.

20. Business laws - Taxation and related laws

a. Duration : One session

b. Why this session?

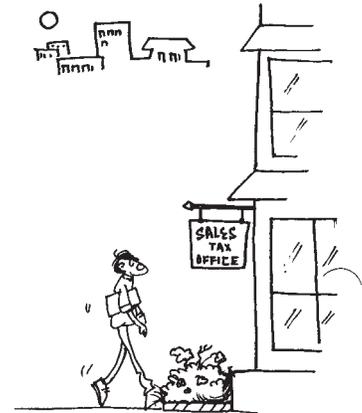
An entrepreneur has to follow certain procedures, principles and rules while setting up an enterprise. These norms/rules are explained in the Business laws which have the force of legislation aiming at justice, peace and harmony.



There is a general feeling among the businessmen and also in the minds of budding entrepreneurs that by observing the taxation laws, one has to pay heavy taxes from their profits. They ignore the taxation aspects and as a result end up being exploited by unscrupulous elements. Hence it is necessary to create awareness among the entrepreneurs about these laws.

c. Objectives

- To explain the significance of Business Laws and the need to follow them.
- To List out major business/industrial laws affecting their business.
- To explain the salient features of Sales Tax Act, Income Tax Act and Excise Act.
- To list out the responsibilities of an entrepreneur on different regulations pertaining to Central and State Governments relevant to their business.
- To explain the legalities of weights and measures.



d. Tips to the Trainer

Explain various business/Industrial laws pertaining to the small business units & micro enterprises. Explain the implications of not following the important Business/industrial laws.

Give an introduction about the importance of the knowledge on taxation aspects for the entrepreneur, the practical aspects of taxation laws applicable to them, and implications of tax evasion. Facilitate a question - answer session whereby trainees will get their doubts clarified on the legal aspects of running their businesses. In the end, the legal aspects of weights and measures may also be explained.

Note: *The area of business and taxation laws requires lot of expertise. So an expert in the area could be invited as a guest speaker to provide knowledge on the practical aspects of the laws to the trainees. Trainer can prepare summarized notes and preferably circulate among the trainees.*

21. Inventory Management

- a. Duration : One session
- b. Why this session?

Inventory control is an integral part of production planning and very important for an entrepreneur. Inventory control is also needed to provide satisfactory customer service. It helps the entrepreneur to take advantage of bulk procurement and batch manufacturing. It is crucial for a small entrepreneur to understand the need for inventory Management. Improper stock of inventory in a business activity is bound to lead to a crisis.

- c. Objectives

- To explain the importance of inventory management.
- To identify the factors to be noted in inventory control.
- To discuss how to reduce financial investment in inventories.
- To identify the items whose stocks are to be closely monitored.



- d. Tips to the Trainer

Define what constitutes an inventory. Explain the inventory of an industrial unit, a business firm, a service unit and also a small enterprise like provision store, vegetable shop etc. Explain with the help of an example as to why inventory control is required and how it has to be managed. Explain the concept of cost of inventory, various costs involved in keeping the stock of inventory, ABC analysis as a tool to classify raw materials used in production. Take the case of one of the units of the participants or an example of a small firm like provision store and analyze the consequences of improper inventory control.

22. Launching Formalities, Common crisis in business - Pitfalls & their control

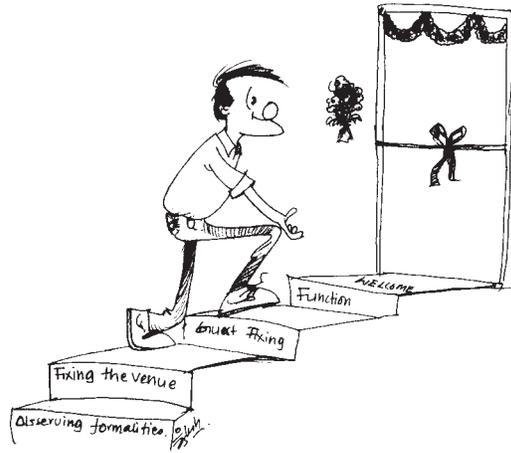
- a. Duration : One session
- b. Why this session?

Starting a new business is not an easy task. It requires analysis of various aspects of enterprise in terms of managing production, finance, marketing etc. At times, the entrepreneur faces major problems in running a business resulting in loss or closure of the unit. A person who wants to start an enterprise must understand thoroughly the operational and financial considerations of a venture.

This will enable a person to develop the knowledge and skills to avoid future pitfalls. Hence, it is necessary that one should be aware of the major problems in running a business and avoid a crisis.

c. Objectives

- To make the trainees aware of various formalities and requirements in launching the business.
- To provide the participants an opportunity during the training itself to initiate and complete some of the legal and procedural formalities for establishment of their enterprises.
- To list the problems that lead to business failures & the strategies to avoid the pitfalls.
- To describe the attributes of a successful enterprise.



d. Tips to the Trainer

Brief the participants about the legal statutory matters in establishment and running of a business. Explain the important factors of launching like viability of the project, selection of place, source of funds, licensing and logistics, supply of electricity and water, fixing of furniture/equipments, labour, raw materials, production/servicing, identifying the customer group, marketing, profit and evaluation.

Divide the participants into convenient group of 6 to 8 members. Ask the groups to discuss the reasons for failure of a business. Ask the participant to prepare flip chart and make presentation. Categorize the views put forth by the participants. Explain with live examples the pitfalls in business like improper selection of project and or place, inadequacy of knowledge/skill/information, supporting factors, situational factors, changes of technology, inadequate infrastructure, changing market trend & government policies, improper finance and misutilization of funds etc.

23. Growth and diversification of Enterprises

a. Duration : One session

b. Why this session?

The objective of an entrepreneur is to generate profit from his business. In the ever changing economic environment, only the competent entrepreneurs survive. An entrepreneur has to always think as to how he can grow. In the last decade, thousands of business establishments, small and big, have started and failed to continue their ventures. Thus, there is



a need for the entrepreneur to be well equipped not only to survive in the business but also to expand and grow.

c. Objectives

- To explain the critical factors contributing to the sustenance of an enterprise.
- To explain the need for growth in the enterprise.
- To enlist various avenues for growth of an enterprise.



d. Tips to the Trainer

Elicit the response from the participants regarding possible factors responsible for the crisis in an enterprise. Explain the strategies for sustenance of an enterprise by managing the crisis. Elicit information from the participants regarding their desire and need to grow. Describe the different types of growth, growth strategies and managing the growth. Emphasize on the strategies for planned growth.

24. Leadership

a. Duration : One session

b. Why this session?

“Leadership is like a beauty, it is hard to define but you know it when you see it”.

Warren Bennis

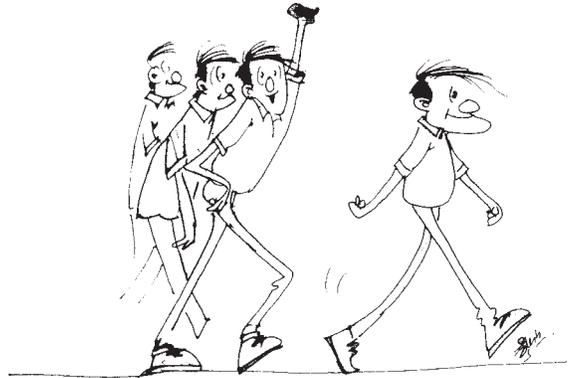
Leadership is a quality recognized by everyone but defined by only few. The best and most acceptable definition is “Leadership is achieving results through the people”. In other words, it is managing people to achieve goals. Thus it is the art of influencing people so that they will strive willingly and enthusiastically for achieving the organizational goals. An entrepreneur has to manage the enterprise successfully to earn profit and growth in business consistently. He has to work with his team including his assistants, workers, technicians, accountants, helpers etc. The leadership qualities of an entrepreneur will enable him to inspire, motivate others to work for the success of the enterprise.

c. Objectives

- To explain the need for leadership in the enterprise development.
- To describe various styles of leadership.
- To enlist the characteristics of a good leader.

d. Tips to the Trainer

Ask the participants to define leadership and requirement of a leader. Note the responses and explain the definition of leadership. Ask the participants to form groups of 6-8 members and discuss the characteristics of good leadership in their groups. Allow 20 minutes for discussion. Member of each group will present their perceptions regarding characteristics of good leadership.



Sum up the presentation explaining the need for good leadership in an enterprise. Explain various leadership styles. Trainer will administer the exercise given below to drive home the points of various leadership styles

EXERCISE

Take four glass tumblers and fill them with water. Ask the participants to put few pebbles in the first glass, again little more water in the second, some wet clay in the third and little sugar in the fourth glass. Ask them to explain what happened in each case. Explain that the pebble represents the **autocratic leader**, who is **dominating** and does not mingle with the water. (representing the group). Adding water to the second glass represents the effect of a **dummy leader** on a group & there is **no difference** between the leader and the others in the group. The wet clay in the third glass represents the **anarchic leader** who often **promotes chaos and dissidence in the group**, making clean water muddy. The group is spoiled just as the water gets muddy. The sugar in the fourth glass represents the **democratic or participatory leader** who mingles with the group, **enhances its functioning** (sweetens of the water) and functions like a genuine people’s representative.

25. Quality Management

- a. Duration: One session
- b. Why this session?

The term ‘Quality’ conveys different meaning to different people. When one refers to quality product, it generally means “good or excellent”. But there can not be an absolute quality rating for a product, without considering it to its intended use. Thus quality is the performance of a product as per the claim made by the entrepreneur to his customer. Concern for high quality is one of the greatest factors affecting the success of an entrepreneur.



c. Objectives

- Explain the importance of quality.
- Describe the factors affecting the quality of their product/service.
- Discuss the steps involved in quality management.

d. Tips to the Trainer

Ask the trainees to list out the factors contributing to the success of the enterprise. Note the responses on the board/flip chart. Pick up the response relating to quality and explain why quality is important for any enterprise. Define the concept and elaborate the meaning of quality. Explain the various aspects involved in quality management and emphasize the need for commitment to quality.

26. Design and Packing

a. Duration : One session

b. Why this session?

Designing and Packing is part of the product and is therefore important in product planning. It helps the entrepreneur to present his product to the customer in a better way. It also helps in safe transportation of the product from one place to other without any damages. Thus it is necessary for the entrepreneur to understand the importance of Designing & Packing for giving value addition to the product.

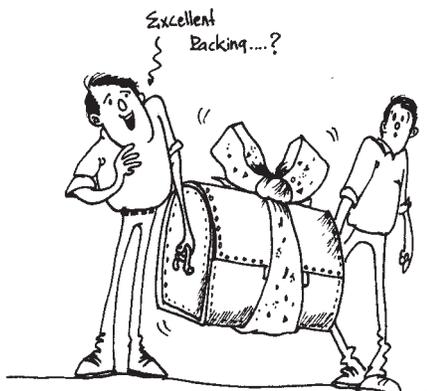
c. Objectives

- To explain the importance of Design & Packing in marketing the product.
- To describe the different types & functions of Designs & Packing.
- To explain the legal requirements of Packing.



d. Tips to the Trainer

Begin the session with a short introduction on the importance of designing & packing of products.



Initiate a discussion on the current types of packaging materials used. Further, discuss as to how good designing/packaging helps small entrepreneurs to market their products in a better way. Trainer will exhibit some of the packing materials of consumable goods and ask the trainees to list out the merits of those designs & packing. Probe the trainees regarding their experience about the promotional appeal of packaging of products that they have bought recently.

Elaborate the 6 P's of packaging viz., presentation, preservation, promotion, proportion, protection and portability and different material used for packaging. Explain the legal aspects of packaging and things to be noticed in packaging. Summarize the learning with stress on its impact on marketing.

27. Break Even Analysis

- a. Duration : One session
- b. Why this session?

Information on break even analysis is the part of developmental input intended to build managerial capabilities of the trainees. This will help them to run their business successfully with due importance to price fixing. Therefore, there is a need to discuss this concept and demonstrate the practical application of the same.



- c. Objectives

- To make the participants understand the concepts of break even analysis and its significance in entrepreneurial activities.
- To develop participant's skills for arriving at correct pricing through arriving at break even point.

- d. Tips to the trainer

Begin the session with a data from the business plan prepared by the participants and calculate Break even point. Explain the calculation step by step. Initiate group discussions about break even point to clarify the concept.

28. Costing, Pricing and Profit Management

- a. Duration : One session
- b. Why this session?

A realistic knowledge of costing of goods / services is necessary for an entrepreneur as some may sell their products without undertaking a costing exercise. The importance of knowing the costs of goods and services can not be underestimated. Similarly pricing and assessing the profit are also important to run an enterprise successfully and earn the profit.



- c. Objectives

- To enlist components of direct and indirect, fixed and variable costs.
- To calculate the cost of each unit of a given product or the service rendered.

- To explain the importance of costing in profitability.
- To describe the concepts of pricing and factors affecting the pricing decisions.
- To assess the commercial feasibility of an enterprise.



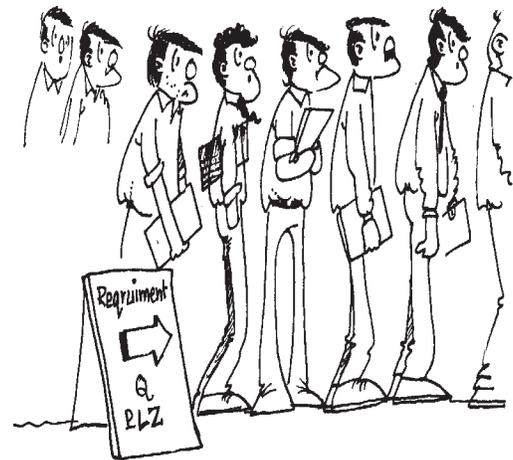
d. Tips to the trainer

Begin the session with a discussion on the various costs involved in the manufacturing of goods/ services. Take the case of one of the activity, may be from among the participants and analyze the same. Explain to the participants the types of costs involved in managing an enterprise, the process of calculating the total cost of product, various types of pricing of goods/services. Enumerate the calculation of Break Even Point (BEP). Summarize the learning.

29. Manpower Management

- a. Duration : One session
- b. Why this session?

The strength of any business, big or small is the people. Success or failure of a business firm is largely dependent upon its human resources. Hence, proper attention has to be given to manpower planning, recruitment, selection and training by the entrepreneur.



c. Objectives:

- To explain the importance of manpower management.
- To identify the factors involved in man power management.
- To discuss the various steps involved in recruiting employees.
- To develop motivated work force.

d. Tips to the Trainer:

Begin the session by explaining the importance of human resources and how it contributes to the success of an enterprise. Ask the participants to share their good or bad experiences as customers with employees of some enterprises. Pick-up the relevant points and explain the desirable qualities of an employee.

Discuss various factors necessary for increasing the efficiency level of the workers and ways to motivate the employees for better performance. Give tips for better manpower management. Summarize the session by highlighting the need for a better work force with a focused positive attitude for better results.