



Chapter I 'Entrepreneurship' as a Career

"Progress is often equal to the difference between mind and mindset"

Narayana Murthy Co-founder Infosys Technologies Limited

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The aim of this chapter is to:

• To motivate you and enable you to learn from the given success stories of entrepreneurs.

Objectives:

On completion of this chapter, you will be able to:

- Understand the key success factors which led to emergence of successful entrepreneurs
- Have an idea about your future entrepreneurial path



1.1.1 Caselets of EDI Entrepreneurs: Education & Training Interventions

Mr. Jainam Kumarpal Shah

Director, Rising Tradelink Limited, Founder of Bhu:sattva brand EDI Alumni, Post Graduate Diploma in Business Entrepreneurship & Management (PGDBEM), 1999-2000

An urge to address the 3Ps (people, profit and planet) of sustainability led Jainam Kumarpal Shah (Jainam) to envision a unique concept driven business and he launched 'Satva' an organic agro brand followed by 'Bhu:sattva'. 'Bhu:sattva', a healthy, eco-friendly and trendy, herbal dyed, natural fiber blended organic designer apparel brand targeted the age group of 18-55 years in the elite class. It aimed to fulfill the unmet needs of the niche segment and was offered in price range of ₹ 3000 - ₹ 50,000.

Swelling from ₹ 15 million at the Lakme Fashion Week in March 2009 to ₹ 60 million in the September 2009 Lakme Fashion Week, client orders for Bhu:sattva witnessed a four fold increase! While Bhu:sattva's current focus was on multi-brand designer outlets, in future it planned to go for direct exports followed by stand-alone Bhu:sattva brand stores. In 2010, Jainam had talks with Louis Vuitton to tap the global market and simultaneously, he collaborated with two organisations – Ora World Mandala, an Italian organisation and Women Empowerment Corporation, an Ahmedabad based NGO; to promote non-violence through khadi products in Europe and India.

Mr. S.P. Joseph

Founder & Proprietor, MindMirror Consulting EDI Alumni, Post Graduate Diploma in Business Entrepreneurship & Management (PGDBEM), 2001-02

Shajumon Joseph Palakel's (Joseph's) determination to find his way amidst adversities and his agility towards opportunities eventually, led him to fill up the gap in the consulting services market by initiating Mind Mirror Consulting and offering unique consulting services to the small and medium enterprises (SME). Easy entry of new players who were unable to sustain themselves spoiled the consulting market and the 'quality consulting market' was moving towards saturation. But, Joseph believed continuous reinvention was the mantra for overcoming these challenges and emerging successful. Till date Joseph had catered to the needs of more than 200 clients!

Mr. Sagar Vyas

Owner, Maanibhadra Commodities, Silicon Kids and Maanibhadra Education EDI Alumni, Open Learning Diploma in Business Entrepreneurship (OLDBE), 2002

Having awarded Master in Chemical Technology from Sydney University, Australia, Sagar Vyas (Sagar) pursued OLDBE through Open Learning Programme in Entrepreneurship (OLPE) at EDI in 2002. On completion of the programme, he set up a partnership firm manufacturing plastic sheets, but was soon compelled to shut down. Unperturbed by his initial failure, within a short span of three years, Sagar commenced three businesses. Initiating Maanibhadra Commodities, a



broking house; taking up the franchise for Silicon Kids for offering training in robotics and electronic to children in age group of 8-14 years, Sagar started Maanibhadra Education. He strongly believed that contact sessions, particularly achievement motivation training, the study material and interaction with other learners during the OLDBE programme facilitated him in gaining success and moving ahead on his entrepreneurial path.

Mr. Jaiprakash Khanchandani

Owner, Manufacturing Poly Film for Milk Bags EDI Alumni, Open Learning Diploma in Business Entrepreneurship (OLDBE), 1996

After qualifying as an electronic engineer from the Pune University, in 1996, Jaiprakash Khanchandani (Jai) enrolled into OLPE at EDI. After completion of the programme, rather than going for an electronic business, Jai initiated a plant manufacturing poly film which was used in producing milk bags. He started with an upfront investment of ₹ 15 million, partly financed through a loan sanctioned from the Corporation Bank. Within a period of 12 years his business scaled up, witnessing an investment of ₹ 40 million, working capital worth ₹ 37.5 million and turnover of ₹ 170-180 million! Replying to his approach towards business challenges, he stated: "Problems keep surfacing so one should develop a habit of persisting while striving to resolve the same." He also added: "Entrepreneurial training offered at the EDI through OLPE proved to be instrumental in moulding my career!"

Mr. Arshad Khan

Owner, Plastic Building Hardware Trading Firm EDI Alumni, Open Learning Diploma in Business Entrepreneurship (OLDBE), 1995

Arshad Khan's (Arshad's) persistence and efficiency orientation enabled him to overcome his initial start-up failure and eventually embrace success! After pursuing OLDBE through OLPE at EDI, Arshad initiated a window blinds manufacturing business and was performing quite well. But, occasional outsourcing triggered quality and delayed delivery problems, compelling him to close down the business. However, rather than giving up, with an initial investment of ₹ 30 million, Arshad started trading plastic hardware like doors and door mats which were manufactured by a company based in Himachal Pradesh. His employees were paid salary by the manufacturing company which enhanced the trading profit. Over the years the trading business witnessed considerable growth and its turnover went into millions. OLPE's entrepreneurial training enhanced Arshad's skills as well as confidence, enabling him to fight business challenges including market competition, particularly from the Chinese players. He believed that an individual without a business background but desirous of rolling out a business enterprise should enroll into the OLPE at EDI.

Ms. Amar Mahajan

Owner, SHE Fitness Center

EDI Alumni, Open Learning Diploma in Business Entrepreneurship (OLDBE), 1996

In spite of having served as a teacher for 12 years, Amar Mahajan (Amar) was not quite satisfied with her career. She always yearned to have her own business but required some support and guidance and hence enrolled in the OLPE at the EDI. Study material offering rich insights about business enterprise, formal contact sessions comprising counselling, guidance and discussions



for identification of an ideal start up project, achievement motivation training, and similar inputs offered throughout the entrepreneurial programme enabled Amar not only in identifying the right business but also in initiating and nurturing it. These inputs along with her yoga and aerobics knowledge, strong determination, hard work and a planned approach led her to initiate SHE Fitness center, a health club based at Ahmedabad. The initial investment was ₹ 135 thousand. The entrepreneurial training imparted through the programme along with guidance from the OLPE department enabled her to convince the bank officials at the SBI, Navrangpura to sanction a business loan of ₹ 75,000 against a fixed deposit of ₹ 25,000. The fitness center offered gym, aerobics and diet consultancy services. It performed well and offered Amar, a sense of fulfillment!

Ms. Gazala Ahmed

Owner, M/s Afreen, Manufacturing and Trading of Lucknowi Garments EDI Alumni, Open Learning Diploma in Business Entrepreneurship (OLDBE), 1996

Having pursued OLDBE through OLPE at EDI in 1996, Gazala Ahmed (Gazala) was keen on initiating her business enterprise. Her passion for garments led Gazala to leverage the inputs offered during the programme and initiate 'M/s Afreen' (Afreen), a garment manufacturing and trading enterprise at Ahmedabad. The initial cost of the project was ₹ 1.6 million. Afreen focused on offering rich, exquisite lucknowi hand embroidered full suits, sarees and kurtas. It satisfied the unmet needs of women in the upper middle and upper segments, who longed for lucknowi hand embroidered garments but were unable to easily locate the same in Ahmedabad. Getting the hand work done through skilled artisans, designing and offering the garments in a vibrant city like Ahmedabad, Gazala made business sense. Under Gazala's leadership, Afreen witnessed a turnover of ₹ 900 thousand!

Mr. Bhavin Turakhia

Founder & CEO, Directi

Participant - EDI Youth Camp 1996, Bharti Entrepreneur of the Year 2005

Passionate about computers right from his school days Mr. Bhavin Turakhia (Bhavin) was determined to carve out his career in computers. Realising his strong urge for entrepreneurship, he attended the youth camp at the EDI in 1996 and sourcing net connection for his home PC, tried his hand at varied business including trading computers, network set up and hardware assembling. The next year Bhavin booked a domain under 'directi.com' for building a job portal but realising that the concept was quite ahead of its time, he eventually aborted it.

Borrowing ₹ 25,000 from his father, using his family's residential property and buying a server in the U.S., Bhavin along with his brother initiated Directi, a single stop shop for basic web services including e-mail, website or shopping cart. The business did well, the first year turnover was about ₹ 400 thousand and the loan was repaid. Directi became the first Indian company to get an accreditation from ICANN (Internet Corporation of Assigned Names and Numbers).

Over the years Directi expanded its product range to include Communication and Collaboration Networks, Social Networking Software, Instant Messaging, Data Miners and Crawlers, Context Analysis Engines, Antispam and Antivirus Solutions as well as Large Scale Billing and Provisioning Platforms. Its business comprised the following. '.pw' (catered to the



communication, collaboration, social networking and content publishing software needs), LogicBoxes.com (offered business automation software for domain registrars as well as other web service companies), resellerclub.com (provided software products and web services like website hosting, web building and e-mail hosting), WebHosting.Info (offered statistics and research services to the web service industry) and skenzo.com (software for internet traffic monetization).

Directi's businesses ranked amongst the fastest growing global businesses in their respective industry segments. In recognition of his extraordinary performance, Bhavin was awarded the Bharti Entrepreneur of the Year 2005. Directi emerged as an innovative, global mass-market web solutions provider with more than 25 internet software products in about 230 countries and it continued growing!

1.1.2 Case Studies: Successful Indian Entrepreneurs

Let us study profiles of some successful Indian Entrepreneurs and observe what motivated them and how they emerged successful!



Mr. N. R. (Nagawara Ramarao) Narayana Murthy Chairman of the Board and Chief Mentor, Infosys Technologies

An entrepreneur and a leader with a strong sense of ethics, values and simplicity well blended with sharp business acumen, Mr. N. R. Narayana Murthy (Mr. Murthy) nurtured Infosys Technologies over the years, steering it to emerge as a major global consulting and IT services player!

Mr. N.R. Narayana Murthy (Mr. Murthy) was born in a Brahmin family of Mysore. Mr. Murthy's father was a school teacher. A brilliant student, Mr. Murthy graduated in Electrical Engineering from the National Institute of Engineering, Mysore University followed by a Masters degree in Computer Science from the IIT, Kanpur. His first placement was as a chief systems programmer at the IIM, Ahmedabad, where he implemented a BASIC interpreter for the ECIL (Electronics Corporation of India Limited). He then joined the Patni Computer Systems at Pune and later moved to Mumbai.

In 1981, with an initial investment of ₹ 10,000¹, mobilised from the personal savings of his wife, Mrs. Sudha Murthy, then an engineer with Telco (now known as Tata Motors), Mr. Murthy along with six other software professionals laid the foundation of Infosys Technologies (Infosys). Living in a one room house at Mumbai, Mr. Murthy struggled and persisted amidst adversities while nurturing Infosys for 10 years. At that time, India had a conservative approach towards foreign investments and freedom of Indian entrepreneurs was highly curtailed! Any decision which could have been taken swiftly in the board room had to be taken in consultation with the government, which was too slow at decision making. The liberalisation of the Indian



economy enabled Mr. Murthy to encash the resulting opportunities and this marked the beginning of the growth phase for Infosys!

Leading Infosys as its CEO for 21 years and acting as a change agent, Mr. Murthy made extraordinary contribution to the industry, the economy and the society. After going public, Infosys introduced the *Employee Stock Options (ESOP)* Programme and later became the *first Indian IT company to be listed on NASDAQ*. Mr. Murthy remarked: "I want Infosys to be a place where people of different genders, nationalities, races and religious beliefs work together in an environment of intense competition but utmost harmony, courtesy and dignity to add more and more value to our customers day after day."

Mr. Murthy proved wrong the widely held notion that 'to attain quick success, especially in business, one needs to give up ethics or even resort to unfair practices'. An epitome of values and business acumen, leading by example he demonstrated that success is very much possible through an ethical conduct of business. His *corporate governance initiatives in India* exemplified that *ethics and values* had the potential to reap rich dividends for a business enterprise. Mr. Murthy designed and fostered the *Global Delivery Model* and thereby laid the foundation for IT services outsourcing from India and eventually led India to emerge as the global destination for software services talent. In 2009, Infosys was selected as a member of the Global Dow. Nurturing Infosys on the principles of trust and values and treating its employees as its most powerful assets, Mr. Murthy steered the company and led it to emerge as a major global consulting and IT services player.

Mr. Murthy served as an advisor, consultant and board member of highly acclaimed Institutions. His unique contribution and spirit of entrepreneurial leadership has been honoured and recognised through a number of awards!



Mr. Sunil Bharti Mittal Founder, Chairman and CEO, Bharti Group

[As the Chief Guest for the 3rd Convocation, 2000-01, Mr. Sunil Bharti Mittal (Mr. Mittal) announced collaboration of EDI and Bharti foundation for setting up **Bharti Centre for Entrepreneurial Initiatives** with an aim of promoting the spirit of entrepreneurship through the following initiatives:

- 1. 'Bharti Entrepreneur of the Year Award' comprising a cash prize of ₹ 100 thousand, a trophy and a citation for an EDP-trained entrepreneur with three years business experience and preferably from a non-business family
- 2. 'Bharti Student of the Year Award' conferred on the best student from EDI Post Graduate Programme (PGP)
- 3. ₹100 thousand equally distributed between two deserving students fulfilling means-cummerit criteria under the 'Fellowships for EDI PGP Students' to enable them in pursuing higher order achievements despite financial hindrance



- 4. 'Case Studies' focused on successful entrepreneurs for offering entrepreneurial insights and motivation to PGP students aspiring to become entrepreneurs
- 5. 'EDI-Bharti Annual Lecture series on Entrepreneurship' inviting an achiever with an aim of breaking various myths associated with entrepreneurship]

A first generation entrepreneur, Mr. Mittal started his entrepreneurial journey at the age of 18 with a small cycle business. Through his dynamic leadership, strong risk appetite, sharp vision and sheer entrepreneurial spirit, Mr. Mittal eventually diversified his business into financial services, retail, and food and entered 21 countries across Asia, Africa and Europe!

A first generation entrepreneur, Mr. Mittal had his initial entrepreneurial experience at the age of 18 when he initiated a small cycle business in Ludhiana by taking a loan of ₹ 20,000² from his father. Realising the limited growth potential of his cycle business, he started selling portable generators imported from Japan. But, with licenses awarded to two Indian companies for local production of generators, the government imposed a ban on imported generators and Mr. Mittal was compelled to withdraw from his generator business. His interest in push button phones urged Mr. Mittal to incorporate Bharti Telecom Limited (BTL) and tie up with Siemens AG of Germany for production of electronic push button phones. Later, he began producing cordless phones and fax machines.

Mr. Mittal was the first Indian entrepreneur to identify the opportunities offered by the Indian mobile telecom sector. When the Indian government began awarding licenses for mobile phone services Mr. Mittal, an opportunity seeker and a swift executor made a deal with the French telecom group 'Vivendi', secured rights to serve New Delhi and formed Bharti Cellular Limited (BCL) to offer cellular services through Airtel. Driven by his dynamic leadership, strong risk appetite, sharp vision and sheer entrepreneurial spirit, Bharti continued scaling new heights. It was the first telecom company to cross the two million mobile³ subscriber mark. By launching IndiaOne, India's first private national as well as international long-distance service, Mr. Mittal facilitated reduction of the STD/ ISD rates. He was also credited for executing India's first undersea cable project connecting India and Singapore.

Over the years, Mr. Mittal diversified Bharti into financial services, retail, and food and entered 21 countries⁴ across Asia, Africa and Europe. Under Mr. Mittal's leadership acquiring the mobile operations of Zain in 15 African countries, Bharti, the largest GSM-based mobile service provider in India, emerged as the fifth largest mobile operator in the world.



Dr. Karsanbhai Patel Founder, Nirma Group

Observing the untapped, lucrative economy segment of the detergent market while looking for a part time supportive economic activity, Dr. Karsanbhai Patel (Karsanbhai) began his entrepreneurial journey with Nirma detergent. His innovative approaches led the brand to emerge as the leading brand in the economy segment. By

gradually diversifying and integrating backwards, Karsanbhai eventually created the Nirma Group!



Karsanbhai belonged to a farming family in Mehsana, Gujarat. After pursuing B.Sc. in Chemistry, Karsanbhai served as a lab technician, initially at the New Cotton Mills of the Lalbhai group and later at the Geology and Mining Department, Government of Gujarat. While looking for a source of part time income Karsanbhai identified a lucrative business opportunity. He observed that the detergent market which was dominated by the MNCs (Multinational Corporations) catered solely to the premium segment. Hence, he started a small scale enterprise for offering 'Nirma', a handmade washing detergent, to the economy segment.

After office hours, cycling in his neighbouring areas Karsanbhai used to practice door to door selling. Being low priced yet having good quality, Nirma detergent delivered 'value' to the economy segment. It acted as economic solution to the inferior quality soap cakes used for washing clothes. Being phosphate free, unlike its rival products Nirma detergent was relatively less harmful for the environment and its labour intensive production techniques generated employment opportunities. Hence, it created social and environmental benefits. Owing to its value proposition, brand promotion, extensive distribution and deep market penetration, Nirma emerged as the leading brand in the economy detergent market.

Karsanbhai entered the premium segment with premium detergent cakes and toilet soaps and also forayed into the education sector by setting up Nirma Institute of Technology and Institute of Management followed by institutes of Diploma Studies, Pharmacy and Law under the Nirma University.

Karsanbhai nurtured the Nirma Group by diversifying into salt, chemicals, injectibles, packaging, processed minerals, pharma and cement along with a backward integration into linear alkyl benzene and alfa olefin sulfonate, key raw materials for detergent!

Karsanbhai served twice as the Chairman of the Development Council for Oils, Soaps and Detergents. His spirit of entrepreneurship was recognised with an honorary doctorate by the Florida Atlantic University. For his remarkable performance, Karsanbhai was honoured as the 'Outstanding Industrialist of the Eighties' and also bagged several awards including the Udyog Ratna award by Federation of Association of Small Scale Industries of India (FASII) and the Padma Shri Award for the year 2010.



Ms. Shahnaz Husain Founder, Shahnaz Husain Group

Pioneering herbal beauty products, Ms. Shahnaz Husain (Shahnaz) fostered a vital change in the canvas of chemical based cosmetic industry and ushered an era of herbal cosmetics and beauty products across the world!

Hailing from a powerful royal Muslim family which ruled Bhopal and Hyderabad during India's pre-independence period, Shahnaz Husain was schooled at an Irish convent. She was fond of poems and English literature.

Shahnaz's early marriage and motherhood did not deter her from chasing her passion. During the course of her husband's posting at Tehran she grew curious about beauty treatments and



cosmetics. Hence, she enrolled into a cosmetology training programme. Penning varied articles in the Iran Tribune she financed her cosmetology training. While studying cosmetology she became aware that chemicals used in the cosmetic and beauty products were severely harmful and dangerous both, for the customers as well as the environment. She realised that the herbal beauty products derived through the ancient Indian science of Ayurveda were harmless yet very effective and hence believed in deploying natural herbs and similar material as a substitute for chemicals while making cosmetics and beauty products.

Shahnaz underwent an extensive training in cosmetic therapy spanning ten years from top institutions of New York, Paris, Copenhagen and London. On returning to India, Shahnaz initiated an herbal beauty salon at her home place in Delhi with an initial capital of ₹ 35,000⁵. The salon solely relied on beauty products made from natural herbs possessing natural beautification properties. Catering to the unmet need of the market through herbal cosmetics and beauty products which were totally harmless to the skin as well as the environment, Shahnaz spearheaded an era of herbal beauty care across the world.

Shahnaz promoted 'Shahnaz Husain Group' offered customised skin and hair care solutions through customised salon treatments as well as varied commercial formulations to treat acne, pimples, pigmentation, alopecia (hair loss), dehydration, and similar other physical problems across India as well as in the foreign markets. Operating through the franchise model the group witnessed remarkable growth over the years. It had over 200⁶ franchisees comprising its parlors and training institutes in India and was credited for launching more than 350⁷ varied herbal beauty care products. The warm response of the market made way for the herbal range to leading global stores comprising La Rinaeccente, Milan, Galleries Lafayette, Paris, Blooming Dales, New York, Seibu, Japan, Harrods and Selfridges, London.

Shahnaz was quoted: "I never give up and never stop trying. If you never stop trying, you cannot fail. I always feel I have another mountain to climb and another frontier to cross. I never rest on my laurels." Eager to continue contributing to the unmet needs she planned to foray in the space so as to offer herbal care products for the astronauts who suffer form skin problems during their stay in the space. She had sent free samples of her moisturizers to the National Aeronautics and Space Administration (NASA), to be used on space expeditions to enable astronauts in having a healthy skin and fighting the ageing process during their stay in the space.

Shanhnaz's remarkable contribution to the cosmetic industry has been recognized and appreciated with a number of awards.



Ms. Jaswantiben Popat and her Team of Entrepreneurs: Women Empowerment through Self Reliance

Co-founder, Lijjat Papad, Shri Mahila Griha Udyog Lijjat Papad

The quest for a sustainable livelihood option led seven semi- literate Mumbai based Gujarati women to team up and start a papad rolling business which marked the first step of 'Lijjat



papad'. Over the years 'Lijjat Papad' emerged as a global brand and Shri Mahila Griha Udyog Lijjat Papad flourished as an innovative social enterprise empowering Indian urban women at the grass-root level!

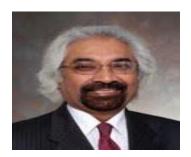
The quest for a sustainable source of income led Jaswantiben Popat (Jaswantiben) and her six women neighbours to start a small scale papad⁸ rolling business. All the seven founders (including Jaswantiben)⁹ were Mumbai based semi-literate Gujarati women from the Lohana community. The venture was kick-started by taking over an ailing papad rolling unit and by borrowing a sum of $\stackrel{7}{\stackrel{8}{\sim}} 80^{10}$ from Chaganlal Karamsi Parekh (Chaganlal), a member of the Servants of India Society and a social worker.

Gathering on the building terrace, in Girgaum area of south Mumbai, the team produced four packets of papad and started selling them through a merchant in Bhubeneshwar. Within the first year itself papads worth \mathfrak{T} 6,196¹¹ were sold. Word of mouth publicity and advertising in local dailies triggered its speedy growth, taking up the number of member sisters from seven to 300 during the initial three years. Under the guidance of Chhaganlal and Damodar Dattani the venture embarked its growth path with a strong emphasis on quality.

About three years after its initiation the enterprise was named as Shri Mahila Griha Udyog Lijjat Papad (SMGULP), where Mahila stood for women; Griha Udyog meant cottage industry and lijjat meant tasty / mouth watering. Though SMGULP, a co-operative, has male employees, only women are eligible to be its members, who are the true owners and equal partakers of profits made or losses incurred by the enterprise. SMGULP's success can be attributed to its strong foundation on the Gandhian ideology of 'sarvodaya and equality' (upliftment / progress of all – irrespective of caste, class, creed or religion), self-reliance and trusteeship. Consistent quality, transparent operations, informal and friendly work environment, self-esteem (non-acceptance of donations) were the prominent features of SMGULP that paved the way for its success! Lijjat exemplifies true team spirit. 'The more enterprising, the more responsible, and the more experienced a member sister, the faster she climbed the administrative ladder.' It created leaders out of ordinary women. Trust and transparency among the team members, accountability and equal status to each member were the reasons for a healthy team atmosphere at Lijjat.

Having lost husband Jasvantiben led a disciplined and simple life centered on her children and SMGULP, her baby organisation. Over the years under her leadership SMGULP witnessed remarkable growth¹². It emerged as an exporter to nations in Asia, the United States, Europe, Africa and Australia. SMGULP crossed turnover of ₹ 6500 million¹³ and continued moving ahead.

In recognition of her remarkable contribution to the society, Jaswantiben was felicitated with the 'Economic Times Award for Business woman of the Year 2001-2002 for Corporate Excellence' followed by 'Whirlpool Gr8! Women Awards' in the social services category.



Dr. Sam PitrodaFounder & CEO,
C-SAM, Inc



A thinker, policy maker, visionary, a tech evangelist with a passion for inventions and an appetite for entrepreneurship, Dr. Sam Pitroda (Dr. Pitroda) is credited for his matchless contribution in the field of Information and Communications Technology for human as well as national development!

Son of a carpenter from Gujarat, Dr. Pitroda completed his schooling at Vallabh Vidyanagar in Gujarat and pursued Masters in Physics and Electronics from the Maharaja Sayajirao University, Baroda followed by Masters in Electrical Engineering from the Illinois Institute of Technology, Chicago.

During his initial years in America, Dr. Pitroda gained rich insights as an engineer while learning to build a telephone. He developed his first patent at a small engineering firm and later gained rich experience while scoring a number of patents as a member of the core development team during his ten-year stint with the General Telephone and Electronics (GTE). However GTE's lack of resources to scale the productivity of digital electronic switching systems (ESS) (an automated means for connecting and routing different phone calls), compelled Dr. Pitroda to leave GTE and along with two investors initiate Wescom Switching Inc. (Wescom). Pioneering the use of microprocessors in telephone switches and thereby facilitating digital switching, he launched '580 DSS', which received a heart warming response from the market. Dr. Pitroda invented the electronic diary which offered one of the best examples in hand held computing. Ultimately, Wescom was acquired by Rockwell International and Dr. Pitroda was appointed the vice president of Advanced Technology and Engineering at Rockwell. Dr Pitroda emerged a multi-millionaire with nearly a hundred patents to his credit!

Dr. Pitroda thought: "All my life, I had dreamed of wealth and success, but now I suddenly confronted the fact that I had walked away from India¹⁴" and hence returned to India. Strongly believing that IT had the potential of bringing social development and telecommunication was the key to progress, Dr Pitroda led the campaign for bridging the digital divide. He founded the Center for Development of Telematics (C-Dot) for the Indian government. Envisioning accessible and affordable communication services for the masses, Dr. Pitroda guided preparation of ordinary telephones with small meters to be sold to local entrepreneurs who set up bright yellow coloured manual public call offices (PCOs) on makeshift tables, at strategic locations like the tobacco shop, local bazaar, or a tea stall, café or at the street corner. Income generated through the PCO was sufficient for maintaining the family as such a telephone entrepreneur was billed only six times a year and availed a discount of 25¹⁵ per cent by way of commission. At the turn of the century, around 650 thousand 16 PCOs were installed across India.

Acting as an adviser to Rajiv Gandhi, then the Prime Minister of India, Dr. Pitroda directed six technology missions - telecommunications, water, literacy, immunization, dairy and oil seeds. He served as the Chairman of India's National Knowledge Commission to reform knowledge related institutions and infrastructure in India and also as an advisor to the United Nations as well as the Chairman of World-Tel Limited, an International Telecommunication Union (ITU). He acted as an advisor to Manmohan Singh, the Prime Minister of India on Public Information Infrastructure and Innovations and headed the National Innovation Council which had been mandated to evolve an inclusive growth focused innovation model for India.

Eagerly striving to redefine the role of technology for better services to the underprivileged masses of India, Dr Pitroda strongly opined that with 600 million phone users and merely 55



million bank account holders in India, mobile money, which would reduce the transaction cost of banks, was the key to financial inclusion. ¹⁷ Best understanding the customer needs of flexibility, ease, reliability and safety, Dr. Pitroda established C-SAM to facilitate the development of OneWallet, a totally digital solution for the traditional leather wallet.

Dr. Pitroda lectured across the US, Europe, Latin America and Asia and was honoured with several awards for his extraordinary contributions in the field of science and technology.



in the world.¹⁸

Mr. Tulsi Tanti Founder & Chairman, Suzlon Energy Ltd

Turning around the challenge of poor power supply and soaring power costs in his textile business into an opportunity, Mr. Tulsi Tanti (Tanti) created Suzlon Energy Ltd, which eventually emerged as a market leader in Asia and 3rd largest wind turbine manufacturer

Tanti, a commerce graduate and a mechanical engineer, born in Rajkot, commenced his career with a textile business in Surat, Gujarat. But, it was thrown into severe crisis due to the escalating power costs. While infrastructure restrictions and cost control were key problems, power, which formed a high proportion of operating expenses in textile industry, was not easily available and hence posed a severe threat to the survival of the textile unit! Tanti resolved this problem by setting up two windmills for supplying electricity to his textile plant in Gujarat.

Soon realising the tremendous growth potential of wind energy, in 1995, Tanti created Suzlon Energy with a team of 20 at Pune, Maharashtra. Later, Tanti hived off his textile business and along with his three siblings, exclusively focused on wind-turbine generation.

Under Tanti's leadership, Suzlon witnessed growth and over the years it emerged as a leading market player in Asia and third largest wind turbine manufacturer in the world. It had over 16,000 employees working in 25 countries across the U.S., Asia, Australia and Europe¹⁹ with sophisticated R&D capabilities in Denmark, Germany, India and the Netherlands. Focusing on a global expansion drive, in 2005-06, Tanti acquired Hansen Transmissions, a Belgian maker of wind-turbine gearboxes. Suzlon planned to build a rotor-blade factory in Minnesota and had invested in a factory in Tianjin, China. Tanti was poised to make India a wind-power export hub.



Mr. Kishore Biyani Founder & Group CEO, Future Group

Facing the challenge of escalating distribution costs in his branded garments business, Mr. Kishore Biyani (Mr. Biyani) forayed into retail. Applying his instincts and deep insights into behavior of the Indian consumer he challenged the conventional rules of the Indian retail sector and thereby, altered the face of



organised retail in India!

A first generation entrepreneur, Mr. Biyani initiated his entrepreneurial journey with an initial investment of ₹ 700 thousand by starting Manz Wear Private Ltd (Manz Wear), a small trouser-making unit. Manz Wear offered 'Pantaloon', a formal trouser brand.

Renaming Manz Wear Private Ltd. as 'Pantaloon Fashions (India) Ltd' Mr. Biyani went for an initial public offering (IPO). The challenge of high distribution costs compelled him to focus on retailing. He tested the retail market by starting Pantaloon Shoppe, a small exclusive menswear shop, in Goa and applied the franchise model to expand it across India. He eventually launched the Pantaloons family store.

Mr. Biyani's close observation of shopping habits, consumer behaviour and retail trends led him to set up a manufacturing plant at Tarapur near Mumbai and initiate 'Big Bazaar', a hypermarket chain targeted at the Indian middle class. 'Big Bazaar' offered a shopping experience which merged the feel of traditional Indian retail market with choice, convenience and quality of modern retail. Big Bazaar's tagline "Is se sasta aur accha kahi nahin" communicated its 'value for money proposition', thereby providing it an edge over its competitors.

'Big Bazaar' was followed by varied retail formats including 'Food Bazaar', a chain of large supermarkets, 'Central', a chain of seamless destination malls and 'Home Town', a large-format home solutions store with furnishing offerings. Gradually Mr. Biyani formed companies in the areas of Retail, Brands, Space, Capital, Logistics and Media and finally in 2006 brought these companies under the Future Group. The retail arm of the group comprised its core business.

Deeply inspired by Sam Walton, the founder of Wal-Mart Stores, Inc., a company running a chain of large discount department stores in the U.S., Mr. Biyani revolutionised the Indian retail sector and hence was hailed as the 'Sam Walton of India'. Mr. Biyani remarked: "Success is when people start following you or start believing in your thoughts, and whatever you do is accepted. The consumers tell you that you have done something right when they keep coming again and again into your shop."

Walking on the corporate philosophy 'Rewrite rules, Retain values' under Mr. Biyani's leadership, the Future Group strived for offerings which were customer centered and empowered by Indian customer insights!

Kishore Biyani's entrepreneurial spirit and remarkable contribution to the organised retail sector was recognised with awards like the Lakshmipat Singhania - IIM Lucknow Young Business Leader Award, the Ernst & Young Entrepreneur of the Year 2006 in the Services Sector and the CNBC First Generation Entrepreneur of the Year 2006.



Ms. Kiran Mazumdar Shaw Founder, Chairman & Managing Director, Biocon Ltd.

[Ms. Kiran Mazumdar Shaw (Kiran) was a member of the governing board of EDI from 21.04.1989 to 29.03.1993]



Kiran entered the brewing sector with a desire to follow her father's footsteps. But with the Indian society not yet ready to accept a woman master brewer, Kiran was compelled to give up her dream career. Unperturbed by this, transferring her skills in fermentation science to produce enzymes, Kiran started Biocon Ltd. and fighting all odds with sheer determination and strong self-belief, Kiran eventually nurtured it as India's biggest biotechnology company!

Kiran was deeply influenced by her father, the chief master brewer and managing director of United Breweries, India. She nurtured a dream to become a master brewer, just like her father. So having completed B.Sc. in Zoology from Bangalore University, she went to Ballarat University²⁰ in Melbourne, Australia and qualified as a master brewer.

Kiran entered the brewing sector as trainee brewer at Carlton & United Beverages, Australia and later started working as a Trainee Manager at Biocon Biochemicals Limited in Ireland. But, she soon realised that the Indian male dominated society was not yet ready to have a women master brewer. The discrimination she faced while working in brewing sector urged her to productively channel her skills in fermentation science towards enzyme production. So, Kiran entered into a joint venture with Biocon Biochemicals and started a small enzyme extraction operation by renting a small backyard garage in a suburban house in Bangalore with an investment of just ₹ 10,000²¹.

But spearheading Biocon was not that easy! Finance was a critical issue. Biotechnology being an unexplored area, already had its own risks and the idea of financing a women entrepreneur, rare in those days, was perceived even more risky by banks. In an interview with Reuters, Kiran stated: "In 1978, there were very, very few women in the business world in India — we were considered very high risk from a financial security point of view. It took a very long time to build the organisation and company. I had to face many hurdles along the way."

With help of a financial backer Kiran led the company into biopharmaceutical production. Biocon India was listed on the Indian stock market in 2004. Over the years responding to opportunities with agility, Kiran nurtured Biocon; an industrial enzymes company started with an enzyme extraction from papaya, as an integrated biopharmaceutical company with strategic research initiatives and led it to emerge as a pioneering Indian biotech enterprise.



travel company in India!

Mr. Deep Kalra
Founder & Chief Executive Officer,
MakeMyTrip Ltd.

Out of his recurring entrepreneurial urge along with a passion for travel, Mr. Deep Kalra (Deep) started MakeMyTrip and empowered the traveler through its online one-stop-travel-shop. Revolutionising the Indian travel industry with its e-booking and comprehensive travel solutions, MakeMyTrip carved its position as a major online



Pursuing a Bachelor's degree in Economics from St. Stephen's College, Delhi followed by MBA from the Indian Institute of Management, Ahmedabad, Deep joined the ABN Amro Bank. He found the job profile so dull and boring that even the fat salary package failed to motivate him. Experiencing a strong urge for achievement, Deep accepted an intrapreneurial job offer at AMF Bowling (AMF), an American bowling company which planned to introduce bowling alleys and billiard halls in the Indian market. At AMF, Deep was responsible for closing deals with real estate owners for setting up bowling alleys and he performed quite well. With no mentoring he had little to learn and hence he left AMF to join GE Capital as VP - business development for retail business.

However, the taste of intrapreneurship fuelled an appetite for entrepreneurship and urged Deep to start on his own. Having a passion for travel, he decided to commence a travel business. He aimed to empower the Indian traveller with instant booking and comprehensive choices. So, leveraging the internet for booking travel tickets, Deep pioneered the concept of e-booking for travel by launching MakeMyTrip in 2000. However, finding the concept ahead of time for the Indian market, he initially targeted the US-India travel market.

Later, when the Indian Railway Catering and Tourism Corporation Limited (IRCTC)²² began offering online rail ticket booking services, Deep observed that majority of bookings were made for the non-air conditioned classes. It proved that IRCTC was attracting the masses rather than the higher classes. Moreover, the entry of low-cost airlines gave a boost to online booking of air tickets. Finding it the perfect time to target the Indian customers, in 2005 Deep began offering the services of MakeMyTrip in the Indian market.

Over the years, Deep steered the company to emerge as a major online travel company offering convenience through its reliable services at rock-bottom prices to its customers. Nurtured as a one-stop-travel-shop offering domestic bus and rail tickets, international and domestic air tickets, holiday packages and hotels, private car and taxi rentals, MICE (Meetings, Incentives, Conferences & Exhibitions) along with B2B and affiliate services, MakeMyTrip became the largest e-commerce business in India. It offered round the clock customer support through its offices in 20 Indian cities, international offices in New York and San Francisco along with several franchise locations.

In addition to chairing the NASSCOM Internet Working Group and serving the Board of TiE (The Indus Entrepreneurs), New Delhi, Deep acted as an independent Director of IndiaMart.com, a B2B website. He was also a founding member of 'I am Gurgaon', a Gurgaon based NGO working for improving the local quality of life.

According to Deep, "The three essentials of business are surrounding yourself with people better than you, raising the right amount of money from the right people and the importance of being humble".



Late Mr. Ramanbhai Patel Founder, Zydus Cadila



In early fifties, observing newly independent India's heavy reliance on drug and pharma imports, Mr. Ramanbhai Patel (Ramanbhai), then an academician, ventured into the pharma sector. A pioneering entrepreneur in the Indian pharmaceutical industry, Ramanbhai tirelessly contributed to the pharma sector till his last breath!

Ramanbhai commenced his academic career as a lecturer at the L.M. College of Pharmacy, Ahmedabad. He strongly believed that an indigenously built company could offer India innovative, research-based quality medicines. Out of his pioneering spirit, sound business acumen and a farsighted vision, Ramanbhai, in partnership with Mr. Indravadan Modi, floated Cadila Laboratories with a meager sum of ₹ 25,000²³ and thereafter, he never looked back!

Led by Ramanbhai and Modi, Cadila embarked its growth path. Ramanbhai strongly believed that 'if one has the will to discover, new avenues would surely emerge!' Under his stewardship, Cadila's 'Science and Technology department' was appreciated and acknowledged by the Department of Science and Technology. Setting up a manufacturing plant at Ankleshwar, Cadila forayed in bulk drug production. It bagged Chemexcil's export performance award for two consecutive years followed by the top award for export performance. In early nineties, it formed a Tissue Culture Laboratory (TCL).

However, Ramanbhai and Modi decided to go their own way independently. Cadila Laboratories was split and restructured. Cadila Healthcare was formed to manage Ramanabhai's share of the business, while Cadila Pharmaceutical took care of Modi's share. As the Chairman and Managing Director of Cadila Healthcare, Ramanbhai continued nurturing the pharma business. Cadila Healthcare went for its IPO in 2000. Eventually Cadila's products reached over 50 countries around the world and catered to more than 50 therapeutic areas comprising gastrointestinal, respiratory agents, haematinics, anti-infectives cardiovascular, analgesics, antibiotics, antidiabetics and immunologicals.

His strong belief that a research-based pharmaceutical industry would be the driving force behind innovations in modern healthcare led Ramanbhai to focus on pharma research and pharma education. Through strategic alliances and mergers and acquisitions, the company continued to walk the growth path.

Dr. Kallam Anji Reddy

Founder,

Dr. Reddy's Laboratories Ltd.

Dr. Kallam Anji Reddy (Dr. Reddy), son of a peasant created Dr. Reddy's Laboratories Ltd (Dr. Reddy's Lab), which made a remarkable contribution in changing the landscape of the Indian pharma industry!

Kallam Anji Reddy, son of a turmeric farmer in Tadepalli village in Andhra Pradesh attended the rural local high school. With a Bachelor of Science degree from the A.C. College at Guntur, Dr. Reddy acquired a degree in Pharmaceuticals and Fine chemicals from Bombay University followed by a Ph.D in chemical engineering from the National Chemical Laboratory, Pune.



Having pursued his studies, Dr. Reddy joined Indian Drugs and Pharmaceuticals Limited (IDPL), a public sector unit. Later, along with two partners he started Uniloids Ltd and after being associated with it for four years he initiated Standard Organics Limited.

Dr. Reddy's Lab, founded with ₹ 2.5 million²⁴ by Dr. Reddy, emerged to be a global pharmaceutical company, offering innovative medicines through its three core businesses: Pharmaceutical Services and Active Ingredients, Global Generics, (both branded and unbranded generics) and Proprietary Products with presence in India, US, Europe and Russia.

Dr. Reddy's Lab originally supplied drugs to Indian drug manufacturers but realising the benefits of low cost and less time required to serve the less regulated foreign markets, it soon started exporting drugs to such markets. In these markets, process patents were recognised rather than product patents. This led the company to mint money by reverse-engineering patented drugs from relatively developed countries and selling the same as royalty-free offering in Indian and Russian markets.

The expanded scale and profitability from these unregulated markets enabled Dr. Reddy's Lab to concentrate on seeking approvals from regulators for drug formulations and bulk drug manufacturing plants in more-developed economies and thereby gradually expand into regulated markets like the U.S.A. and Europe.

Dr. Reddy, instrumental in transforming the import-reliant Indian bulk drug industry towards self-reliance, paved way for its growth as an export-oriented research driven industry!

He also founded Naandi Foundation, a non-profit organisation working for poverty removal. Dr. Reddy was honoured with several awards including the Padma Shri.

<u>Note</u>: You can observe that by closely monitoring the business environment, Karsanbhai Patel, Shahnaz Husain, Deep Kalra and Ramanbhai Patel were able to identify an unmet or inadequately met need and through their agile and innovative approaches were able to deliver value to their customers. Ultimately, they embraced success. Similarly Kishore Biyani, Kiran Mazumdar Shaw and Tulsi Tanti strived to convert their challenges into opportunities and succeeded against odds!

If you strive you too can become a successful entrepreneur.

1.1.3 Case Studies: Successful Foreign Entrepreneurs



Mr. John Goscha (Founder)
Mr. Jeff Avallon and Mr. Morgen Newman (Co-founders)
IdeaPaint, Massachusetts, U.S.

An innovative idea led to the launch of IdeaPaint, a single-coat, roller-applied, eco-friendly, low cost substitute for the conventional whiteboards!



While studying B.S. in Economics and Entrepreneurship at the Babson College, Mr. John Goscha (John) had an idea of using dry-erase paint on walls for brainstorming in place of conventional whiteboards. He developed the product with help of a third party paint and coatings laboratory. Turning any wall (office, home or school) into a dry-erase surface, IdeaPaint, a single-coat, roller-applied, eco-friendly paint facilitated the use of smooth surfaces into a high-performance dry-erase writing surfaces. Hence, it served as low cost substitute for the conventional whiteboards.

After undergoing two rounds of angel funding and substantial product development, John invited his former Babson classmates, Jeff Avallon and Morgen Newman, to join in as co-founders of IdeaPaint. IdeaPaint was mainly targeted at designers and architects and was used in more than 6,000 installations including offices, schools, and homes. IdeaPaint emerged as the Grand Prize Winner of the Buildings Magazine 2008 Product Innovations Awards for Unique Solutions and also bagged the Best of NeoCon 2008 Innovation Award as well as the Best of NeoCon Gold Award for Wall Treatments.

You can note how the idea was successfully developed to cater to an unmet need in an innovative manner.



Mr. Jason Nan Chun Jiang
Founder, Chief Executive Officer and Chairman of the Board,
Focus Media Holding Ltd., China

Mr. Jiang Nan Chun (Mr. Jiang)'s entrepreneurial sprit fuelled the success of his family business and led it to grab the coveted position of a leading digital media group in China!

Mr. Jiang pursued B.A. in Chinese language and literature from the Huadong Normal University. Pioneering the first out-of-home audio-visual Chinese media network Mr. Jiang renamed his family business company 'Aiqi Advertising' as 'Focus Media Advertising'.

Adopting an inorganic growth strategy, Focus Media acquired Framedia, a Chinese community media provider and Dotad Media Holding Limited, a mobile handset advertising service provider in China and renamed the latter as Focus Media Wireless. Acquiring Allyes Information Technology Company Limited, an internet advertising company and CGEN Digital Media Company Limited, operator of an in-store digital advertising network, Focus Media secured 70% of the equity interest in ACL, a dealer of time slots prior to movie screening and renamed it as Focus Media's movie theatre network.

Over the years, under Mr. Jiang's leadership Focus Media emerged as a leading digital media group in China. Its portfolio of media advertising platforms expanded to include Commercial Location Network, In-store Network, Poster Frame Network, Mobile Handset Advertising Network and Outdoor LED Network. The company targeted higher-than-average-income urban consumers through various out-of-home media interaction points.

Mr. Jiang was honoured as the Media People of the Year by China News Publisher's Media magazine and recognised as one of its contemporary outstanding advertising media personalities



by the Television and Newspaper Committees of the China Advertising Commission. Listed on NASDAQ, Focus media became the first advertising company publicly listed overseas.



Ms. Mena Trott and Mr. Ben Trott Founders, Six Apart Ltd., California, U.S.

The case reflects how a hobby was transformed into a business venture which eventually emerged as a large independent player offering blogging tools and hosting services across the globe!

Mr. Ben Trott (Ben) had developed software to assist his wife Ms. Mena Trott (Mena), in updating her blog while she was unemployed. While using the software Mena sensed the growing importance of the intimate media and realised that the software could deliver value to the webloggers. So at the turn of the century, 'Movable Type' (software for weblogging) was released for use on the internet. Downloaded by more than 100 people during the very first hour of its release, it was an instant success. Witnessing rising weblogging, growing customer base and donations for software development sufficient enough to pay the rent, the Trotts decided to transform their hobby into their business enterprise and formed Six Apart.

Identifying unmet installation or configuration free weblogging needs the Trotts decided to develop user friendly web hosting services and offered 'TypePad'. Neoteny, a Japanese venture capital showed interest in investing in 'Six Apart' and desired to introduce the Japenese version of the offering in Japan. Six Apart also received venture capital from Focus Ventures, Intel Capital and August Capital.

Over the years, Six Apart emerged as one of the largest independent players offering blogging tools and hosting services, attracting 30 million bloggers across the globe and facilitating marketers in leveraging the web resources for advocating their brands through unique conversational marketing!

So, you can observe how a hobby was transformed into a lucrative business!

SAQ 1.1
1. Carefully study and analyse each of the above cases and identify how each entrepreneur found a way out amidst challenges.



2. Read additional case studies of successful as well as budding entrepreneurs and list your
learning from the same.

1.2 Choosing entrepreneurship as your career

It is important for you to note that though entrepreneurship can result in huge gains like personal independence, monetary resources or fame and success; each and every entrepreneur may not acquire success. Even if a business ventures become profitable, it does not give positive results immediately. We need to note that irrespective of the field, success has no short cuts. In an interview, when questioned about his success mantra cricket icon *Sachin Tendulkar* was quoted as saying that *there are no short cuts to success!* According to him success calls for strong determination and focus followed by sheer hard work and persistence.

Success mantra is based on strong foundation of tremendous irreversible belief in one-self, sheer hard work, persistent efforts, focus backed by strong determination, ability to endure and overcome failures and most importantly the zeal or the passion for something.

If you are self motivated enough to keep pushing yourself to make your business plan successful then you should go ahead. But do not expect entrepreneurial path to be a bed of roses, because it



is exactly opposite to that. You will be rewarded for your efforts, but these rewards may not come immediately, or may not be as per your expectations. Hence, let your reward be the mere fact that you have an opportunity to deeply immerse yourself into entrepreneurship, so that you just think about your business idea and strive to transform it into a successful and leading business enterprise. Once this passion takes over you, you will find yourself in everlasting love with entrepreneurship.

All the best!





Chapter II Entrepreneurs' Profile

Chapter Contents

- **2.1** Personality Traits and Competencies of an Entrepreneur
- 2.2 Entrepreneurs v/s. Intrapreneurs
- 2.3 Intrapreneurial Profiles
- 2.4 Social Entrepreneurship
- 2.5 Social Entrepreneurs: Creating a Better Society!

The aim of this chapter is to:

• Offer an idea of entrepreneur's profile

Objectives:

On completion of this chapter, you will be able to:

- Gain insights into personality traits and competencies of an entrepreneur
- Distinguish entrepreneurs from intrapreneurs and social entrepreneurs
- Explore the emerging field of social entrepreneurship
- Learn from success stories of inspiring intrapreneurs and social entrepreneurs



2.1 Personality Traits and Competencies of an Entrepreneur

You would be wondering as to what do we mean by the term 'entrepreneurial personality'. You must be having a question in your mind - whether an entrepreneur has some distinct characteristics as compared to someone who is not entrepreneurial? Well, Yes! To a large extent certain personality traits distinguish entrepreneurs from others and empower the former in not only taking the entrepreneurial plunge but also achieving success and sustaining it. Now, let us proceed further so as to clearly understand 'Who is an entrepreneur?'

Sociologists, psychologists and economists have attempted to portray a picture of entrepreneurial personality. Sociologists tend to analyse entrepreneurs in terms of their social background such as caste, family, social values and migration. Psychologists on the other hand attempt to isolate entrepreneurs from general population on various personality traits such as the need for achievement, creativity, propensity to take risk, urge for independence, leadership, desire to control etc. Similarly, economists associate situational characteristics such as occupational backgrounds, accessibility to varied resources such as land, manpower, capital, raw materials, business as well as technological experience and managerial skills with essential characteristics of an entrepreneur.

Exhibit 2(I) below gives an idea of personality traits and competencies of an entrepreneur.

Visionary	High Achievement Oriented
Driven by Independence	Self Motivated
Calculated Risk Taker	Innovator
Opportunity Seeker	Initiator
Confident	Optimistic
Persuasive & Influential	Ambiguity Tolerant
Persevering & Persistent	Efficiency Oriented
Effective Problem Solver	Effective Decision Maker
Systematic Planner	Information Seeker
Assertive	Objective
Flexible	Resourceful
Highly Committed	Quality Conscious

2.1.1 Entrepreneurial Traits

Let us have insights into the following key entrepreneurial traits.



Calculated Risk Taking

An entrepreneur is a calculated risk taker. You should note that an entrepreneur assumes risks by selecting those business opportunities which offer reasonable hope for gains but are challenging enough to arouse excitement and where one's knowledge and abilities can be favourably applied to influence the outcomes. Thus, an entrepreneur benefits from business opportunities by taking calculated risks. You should also weigh risks while exploring business opportunities. You will know more about this in the 'Chapter X Personal Assessment Worksheet'.

Ambiguity Tolerance

Ambiguity tolerance is an ability of living with lack of clarity in information and behaviour in an open and neutral manner. An individual who can accept ambiguous (unclear, uncertain and confusing) situations has high ambiguity tolerance. It means that such an individual is able to cope with or tolerate 'lack of clarity' or 'uncertainty'.

Entrepreneurs are frequently required to deal with such ambiguous situations. You would agree that that as compared to managers, entrepreneurs tend to confront a higher level of uncertainty and so entrepreneurs score relatively higher for ambiguity tolerance.

So, if you are able to view situations which have indefinite / uncertain outcomes or are confusing, as attractive rather than threatening, you have a high tolerance towards uncertainty and hence high ambiguity tolerance. So you have the potential for becoming an entrepreneur. But, if you perceive such ambiguous situations as unfavourable or undesirable, you have low ambiguity tolerance. That does not mean you cannot become an entrepreneur. Over a period of time you can mould yourself and learn how to handle uncertain situations.

Locus of Control

Coined by Julian B. Rotter, an American psychologist, locus of control refers to an individual's own belief about control over the events in one's own life. Locus of control can be either internal or external.

External Locus of Control

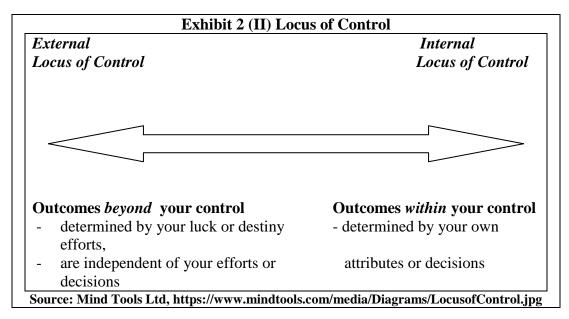
If you believe that the outcome of an event is beyond your control and your behaviour is guided by your fate, luck, or any such other external circumstances uncontrolled by you, it means that you have an external locus of control.

Internal Locus of Control

But if you believe that your actions and behaviour directly determine the outcome of an event and that you can exercise control over events affecting your life, it means that you have an internal locus of control. Individual with an internal locus of control tend to be quite active in seeking information and acquiring knowledge concerning a specific situation.

You can refer **Exhibit 2** (**II**) to understand locus of control.





Rotter believed that as entrepreneurs tend to desire positions in which their actions have a direct impact on the outcome they would have an internal locus of control. Research studies have revealed that as compared to the general population, firm founders have a higher degree of internal locus of control.

You can refer **Exhibit 2 (III)** and use the entrepreneurial locus of control scale to determine whether you have an internal or external locus of control.

Exhibit 2 (III) Entrepreneurial Locus of Control Scale

The following exercise will help you in assessing your entrepreneurial locus of control. All that you need to do is to either select 'a' or 'b' for each of the following statements and score your points based on the answer key provided at the end of this exhibit.

- 1. a. An individual's unfavourable position is caused to an extent, by his or her ill fate.
 - b. An individual's current unfavourable position is an outcome of his or her own actions.
- 2. a. Lack of citizens' interest in politics leads to wars.
 - b. Wars are unavoidable.
- 3. a. Ultimately, earnest efforts are recognised and rewarded.
 - b. In spite of determined efforts one does not receive recognition.
- 4. a. Teachers are fair and unbiased towards their students.
 - b. Teachers often grade students under the influence of their personal biases.
- 5. a. Effective leadership depends on an opportunity of having a right break.
 - b. Not cashing on opportunities, deserving individuals fail in assuming leadership.



- 6. a. Irrespective of your earnest efforts certain individuals dislike you.
 - b. Individuals who do not get along well with others are disliked by them.
- 7. a. Ultimately whatever destiny has in store, is bound to happen.
 - b. Success embraces those, who rather than relying on fate, strive with sheer determination to accomplish their goals.
- 8. a. If you are well prepared for the test, you would be able to perform well.
 - b. Examination questions beyond syllabus makes study efforts hardly of any use.
- 9. a. Our actions and not luck determine our success.
 - b. If my destiny favours, I would get a good job.
- 10. a. As a citizen of India I can influence government decisions.
 - b. The common man being helpless can do little for the nation as it is run by powerful individuals.
- 11. a. I am pretty confident about putting my plans into actions.
 - b. Long term planning is hardly of any use as ultimately our fate is predetermined.
- 12. a. Fate has no role in my goal attainment.
 - b. At times when I am unable to arrive at a decision, I flip a coin.
- 13. a. Luck is all that matters in building a good career.
 - b. An individual's current actions and capabilities determine his or her future role and position.
- 14. a. In context of national affairs, we are affected by uncontrollable forces.
 - b. Through active participation in the national affairs, the youth can improve the nation's pitiable condition.
- 15. a. Our lives are controlled by accidental events.
 - b. Luck has no existence.
- 16. a. You can never know whether or not an individual likes you.
 - b. If you have many friends it means you are nice and easy to get along with.
- 17. a. If destiny is giving us a tough time it will surely bless us with good time.
 - b. Our abilities, skills, attitude and approach determine our future; whether good or bad.
- 18. a. If we gear up; we can fight corruption.
 - b. We can never curb corruption.
- 19. a. I am unable to understand the basis of the grades assigned by teachers.
 - b. If I strive hard; I will definitely succeed in scoring high grades.



- 20. a. I am unable to control any event of my life.
 - b. Luck has no role in my life.
- 21. a. Individuals who don't even make a bit of effort in making friends stay lonely.
 - b. Even if you make effort in making friends eventually your fate will determine everything for you.
- 22. a. My action brings results for me.
 - b. At times I start feeling as if I hardly have any control over the direction of my life.
- 23. a. I simply fail to understand the behavior of politicians.
 - b. Ultimately we, the people of the nation are responsible for both, regional as well as national development.

The following key will help you in assessing your entrepreneurial locus of control. If your response match with the following, you can score one point for each response:

1.a, 2.b, 3.b, 4.b, 5.a, 6.a, 7a, 8.b, 9.b, 10.b, 11.b, 12.b, 13.a, 14.a, 15.a, 16.a, 17.a, 18.b, 19.a, 20.a, 21.b, 22.b, 23.a.

Adapted from Rotter's Locus of Control Scale

Calculating and Interpreting your Score

After taking this test assign one point to your each correct response. After summing up all the points that you have scored you can interpret your score with help of the following pointer.

1–11: High entrepreneurial locus of control

12 – 15: Average entrepreneurial locus of control

Above 16: Low entrepreneurial locus of control

If your score falls between 1 and 11, it means that you believe that you can exercise control over events affecting your life and you possess a high degree of internal locus of control. It indicates that you have the potential for becoming a successful entrepreneur. But if your score is above 16, it means that you are high on external locus of control; you believe that your life is governed by external circumstances which are beyond your control and hence your temperament may be less suitable for entrepreneurship.

2.1.2 Entrepreneurial Competencies

We now move ahead to gain insights into certain soft skills or competencies which are generally observed in successful entrepreneurs.

1. Initiative: An individual with initiative looks forth to undertake action/s, which either go beyond job requirements or the demands of the situation or are initiated before being asked or forced by circumstances, and is urged to extend the business into new areas, products or services. We find that majority of the successful entrepreneurs are equipped with this competency.



Let us have a look at a couple of illustrations.

<u>Illustration</u>: Mr. Parmar was standing besides the sea wall at Marine Drive in Bombay. Being evening time the place was crowded with visitors. He observed that a boy who had bent too much on top of the wall suddenly fell in the water and started drowning. People shouted but did nothing to save the boy. However, jumping into the sea and swimming swiftly, Rancho saved the boy. His initiative brought out his hidden skills.

Mr. Kumar, a trader of spices, was rich and well established. Thinking that his position though good but not enough to his satisfaction he decided to produce some mixtures of the spices by processing them and initiated a unit for grinding, processing and packaging spices. He did this although it was not required, and he succeeded at the venture.

2. Seeing and Acting on Opportunities: It refers to an individual who seeks and acts on opportunities, either for business or personal growth or seizes unusual opportunities to obtain finance, equipment, land, work space or assistance.

Illustration: Let us read an interesting caselet focused on Mr. Shah, a successful film distributor in Jamshedpur. Mr. Shah was working for TISCO at Jamshedpur. One day he met the Secretary of the 'United Club', who asked Mr. Shah whether he could help him in getting a movie which could be screened for the local club members as he had difficulties in procuring it. Mr. Shah agreed and went to Calcutta to get the movie. There he met an acquaintance who was connected with the film line; on being asked Mr. Shah told him the reasons for his visit. The acquaintance offered to help him, but Mr. Shah refused and collected names and addresses of some distributors. He then went to a well-known firm of distributors, got a movie for ₹ 5,000 and gave it to the club for ₹ 7,000, making a profit of ₹ 2,000. This started him off and he began working as a distributor, supplying movies to that club as well as other movie theaters in Jamshedpur. Gradually his work expanded and he established an office in Calcutta and became a full time distributor.

3. Persistence: This competency is possessed by an individual who does not give up when faced with setbacks, but undertakes repeated actions to overcome obstacles that are faced while pursuing goals.

As an entrepreneur your path may not be quite smooth, you might face difficulties, but you need to strengthen your will, develop the qualities of a spider and carry on without getting disheartened and rest assured that eventually, you will win!

<u>Illustration</u>: Look at the case of Ms. Krishna. She decided to set up a unit for manufacturing Fibre Reinforced Plastics²⁵ (FRP) products. She purchased land, engaged a firm of contractors for construction of the building. As chance would have it, the watchman engaged there got murdered due to his personal enmity with someone. The contractor's workers panicked and left the construction work site. Somehow she managed to get the construction completed. Much later, by the time she could start production, FRP technology had changed and she hardly had



any orders. As a result she defaulted in payment of interest to the financial institution which had extended financial assistance for initial investment in the project. But did she lose heart? No, she sold the land and building, paid the financial institution, salvaged the machinery, shifted it to a rented place and started afresh!

Now you know what persistence is, and what you can learn from the above illustration.

4. Information Seeking: It is used by an individual who acts to gather the required information for attaining objectives or gaining a deeper understanding into the nature of the problems confronted.

An entrepreneur keen to fulfill demands of his customers in the best manner through the product or service offered, seeks information about customer demands by undertaking rigorous research, consulting experts for business or technical advice and using contacts or information networks to obtain the required information.

When you set out to start your own enterprise, you may not have the required knowledge about each and every aspect. So, you will have to *gather information and acquire the knowledge from varied sources*. You will have to take help from experts, refer to books and journals.

<u>Illustration</u>: Mr. Siddharth Gandhi of Ahmedabad was a successful trader of intercoms, calculators, refrigerators, vacuum cleaners, air - conditioners and such other electronic equipments. He was good at market study and inventory planning. Siddharth dealt in approximately forty items, each of which had a fluctuating demand. He was in a dilemma whether to stock more than expected demand or manage with low inventory level. If he overstocked he would be increasing his interest burden and if he understocked he would be unable to satisfy his customer demands. Hence, he planned to have an optimal inventory level. So, he *engaged an institute of management to conduct a survey of the market* for his offerings so as to enable him to arrive at the optimal level of stock (neither more nor less than what was demanded) for each item. Thus, he sought the required information to ensure an efficient way for productive business operations.

So once you have established your enterprise you should take care that you do not sit back and relax but be updated on each important aspect of your business enterprise.

5. Concern for High Quality of Work: This competency is exhibited by actions aimed to do things that either *reach or raise the existing standards for excellence in business*. Such persons always have a desire to produce work of high quality and to honestly compare one's own work with others.

A Concern for high quality of work would help you not only to withstand competition and create or expand your market, but would also give you a deep sense of satisfaction and achievement.

<u>Illustration</u>: Let us refer the case of Mr. Anurag Basu, an architect who started with designing private residences and graduated to designing big hotels and shopping complexes. What made him successful and popular was the fact that he believed in delivering high quality of work and was meticulous about each and every detail of the design. He *never compromised on quality*



and maintained high standards of performance which earned him reputation in the building construction sector and offered him a sense of personal satisfaction and fulfillment!

6. Commitment to Work Contract: It denotes the nature of commitment displayed by entrepreneurs, who *assign highest priority on getting a job completed*. Accepting full responsibility for completing a job and expressing a deep concern for satisfying the customer, such an individual would not hesitate in giving personal sacrifices, extending extraordinary efforts and pitching in with workers or even work in their places to get the job done on time.

A successful entrepreneur not only provides quality goods and keeps oneself updated on information about the product or service offered but is also very particular about adhering to the delivery-time schedule and satisfying a customer and would go to any lengths to make any required efforts to complete work in time.

<u>Illustration</u>: Ms. Shreya Nair was a woman entrepreneur manufacturing optical lenses. She employed about a dozen girl workers and had built up a good clientele. Her town was known for load shedding and power cuts. Shreya also suffered due to this. During day time there were frequent power-cuts and hence the work would suffer. As her staff comprised girls, they had to be allowed to go home on time. But what about timely delivery to the customers? Shreya was very particular about that. So how Shreya resolved this problem? She herself worked on the machines, grinding the lenses, sometimes up to 2:00 A.M. so as to finish the work in time. This is an illustration of commitment to work contract.

7. Efficiency Orientation: It refers to *finding ways to do things faster, or with fewer resources, or at a lower cost.* Such an individual looks for innovative ways to reduce costs and time, uses information on business tools to improve efficiency and expresses concern about costs against benefits of any improvement or change.

It is not enough merely to manufacture your product and offer it to your customer. A successful entrepreneur always thinks of innovative ways for offering his product or service, improving business operations and cost reduction. This is efficiency orientation.

<u>Illustration</u>: Mr. Sunil Jain was an Ahmedabad based entrepreneur who had started a restaurant. He had introduced innovative recipes, standardised each business operation and placed management information systems to check wastes and reduce costs without compromising on food quality and service. It was an efficient way of enhancing the efficiency of his business operations.

8. Systematic Planning: Systematic planning enables an entrepreneur in *identifying and using logical step by step plans to reach goals*. s/he plans by breaking a large task into sub-tasks, develops plans that anticipate obstacles, evaluate alternatives and most importantly take logical and systematic approach towards business activities.

When you setup, or when you are in the process of setting up your venture, if you plan everything systematically and go step by step, half the battle will be won. You may face problems in spite of systematic planning but your planning would enable you to deal with potential problems more effectively.



We would be discussing 'systematic planning' later, so right now we will not go into details. However, an illustration is quoted below for enhancing your understanding.

<u>Illustration</u>: For systematic planning you can refer the case of Mr. Sagar Kapoor of Punjab. Sagar was pursuing graduation in commerce and was quite passionate about electrical and mechanical items. So, while studying, spending time with such items he developed the hobby of repairing electrical and mechanical items. The sudden death of his father compelled him to give up his studies so as to earn and support his family. At that time his hobby turned out to be a livelihood opportunity!

He started a service chain for repairing refrigerators and air-conditioners and aspired to go into manufacturing. Planning systematically, he undertook the following steps:

- He decided to become an equipment manufacturer.
- He first tired to find out which equipments could be manufactured at 'low investment', 'with less machinery' and had a 'good market in Punjab'.
- He observed and studied varied equipments and developed interest in imported freezers.
- He read extensively on the subject and also referred technical material.
- He then made one or two models of freezers based on the imported one.
- He could sell them at a low price and low profit. He received more orders and needed additional money for machinery and working capital.
- Though he could not furnish collateral security, he planned to convince bankers by showing them the few freezers he had already manufactured and the loan was sanctioned.
- He started production of freezers and innovative voltage stabilizers.

Slowly he headed for new products. Today he manufactures refrigerators, water coolers, air-conditioners and combination coolers, and has a high turnover.

You can see how he planned in a step-by-step manner to reach his goal and achieved it.

9. Problem Solving: An individual who possesses this competency identifies an alternative strategy to reach his or her goal and *generates potentially new, unique ideas or innovative solutions to attain the goal*.

Everyone faces problems in life, and more so if you happen to be an entrepreneur. As an entrepreneur it is essential for you to have a problem solving attitude and not a problem avoiding one. Problems are bound to occur during the life of your enterprise, so if you already possess or can develop this competency, life of your enterprise will run smoothly.

You can refer the following illustration.

<u>Illustration</u>: Sam D'Costa from Kerala had acquired entrepreneurship development training from the EDI (Entrepreneurship Development Institute of India) and was all set to start



production in his engineering unit. The building was ready, machinery had been installed and raw material stocked. There was however, a hurdle. He had not yet received power connection. Countless visits and voluminous correspondence with the Electricity Department had not yield any positive result. The problem was how to procure it. He pondered at the problem and came up with a solution.

He printed cards inviting people for the inauguration of his unit (dated 3 days later) stating that the Chief Minister (CM) of the State would be inaugurating it (This was done with tacit agreement of P.S. to the CM). He then went and showed the card to the concerned official of the Electricity Department. The next day he got the power connection.

This does not suggest that you should resort to such means to resolve a problem, but you should bear in mind that to succeed, especially as an entrepreneur you need to be a problem solver and if you already are not a good problem solver, you need to develop the problem solving ability.

10. Self-Confidence: A confident individual's strong sense of self belief enables him / her to have confidence in own abilities to complete a task or meet a challenge. Such an individual adheres to one's own judgment in the face of opposition or initial failures, or does something which s/he finds risky.

If you are confident of yourself and your abilities, you can succeed in whatever you aim to do. When you take up any task and if you have confidence in your capabilities to do it well, you can accomplish it in a much better fashion.

We hardly need an illustration to explain this. Do we? Every successful person has self-confidence. You simply have to trust yourself and strongly believe in your capabilities. Your capabilities empower you to do anything that you put your mind to. If you still feel shaky, we are later going to help you in building your self-confidence through experiential learning.

11. Assertiveness: It refers to the practice of *directly confronting one's problems and issues with others*. An assertive individual confronts problems with others directly, tells others what they have to do and disciplines those failing to perform as expected.

Assertiveness should not to be confused with aggressiveness. While aggression can be direct or indirect, honest or dishonest and always communicates an impression of superiority and disrespect, assertive behaviour is active, direct and honest. It communicates an impression of respect not only for oneself but also for others. Such behaviour leads to success without retaliation and encourages honest, open relationships.

Illustration: Let us have a look at the following three illustrations of conversation:

- 1. "An idiot would think of such a solution! Don't you even think before you talk?"
- 2. "Perhaps we might want to consider a different option. What is your opinion?"
- 3. "I am not very comfortable with the solution which you offered. Will you please develop at least one more option?"

Here, the first illustration displays aggressive behaviour, second shows non-assertive behaviour, while the third illustration offers good sense of assertiveness. Being honest yet respectful, it invites co-operation.



12. Persuasion: It refers to the *competency of successfully persuading others*. An entrepreneur is said to be persuasive when s/he can convince someone to buy a product or service, or to provide financing or elicit a desired response from a person. s/he asserts own competence or company's qualities or strong confidence in own or company's products or services.

This competency is also *interlinked with 'self-confidence'*. Only if you are confident of yourself, you can persuade / convince others and get your work done.

If, as an entrepreneur, you cannot or do not convince others about the viability of your project or product or your own capabilities, how can you expect yourself to emerge as a successful entrepreneur? So, it is very important for you to possess this competency.

<u>Illustration</u>: Syra Sheikh, a women entrepreneur, was refused loan by a bank because the bank perceived that given the high prices of solar products, Syra's solar cooking stove project targeted for the bottom of pyramid was unviable and she lacked the required managerial skills.

At the end of numerous visits to the bank, Syra successfully convinced the bank officials about the attractiveness of the renewable and sustainable energy sector as well as her managerial skills and soon her loan was sanctioned.

13. Use of Influence Strategies: It refers to the *use of varied strategies to influence others*. An entrepreneur having influence strategies acts to develop business contacts and network to accomplish his / her own objectives. He limits the information given to others and uses strategies to influence others.

<u>Illustration</u>: Megha was a successful entrepreneur manufacturing and selling solar powered batteries to rural communities in south India. At the initial stage of her start-up, banks were skeptical about the project as well as the Megha's competency to emerge successful. Hence, she could not get loan from any bank in her home town, Bangalore.

Rather than giving up, seeking the right person from her network, to bank upon, she approached the president of the Association of Women Entrepreneurs of Karnataka (AWAKE). The president of AWAKE, an influential and resourceful person, facilitated her in having the loan sanctioned from a scheduled bank. Thus, Megha used her network to get her work done.

So, now you have an idea about entrepreneurial competencies and are able to understand the significance of these competencies in becoming successful entrepreneurs.

So, in case you don't possess these competencies you need to develop the same and for that you need to know the competencies which you lack. Hence, we have provided a 'Self Rating Questionnaire' in chapter XI to enable you to assess your entrepreneurial competencies.



SAQ 2.1

List the 13 distinct competencies	which car	be	attributed	to	an	entrepreneur	and	write	one
sentence to describe each of these	competend	cies.	•						

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				SAQ 2
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SAQ 2.3
Write a note on a successful entrepreneur, one who is your role model. What motivated him / her to become an entrepreneur? Which qualities helped the entrepreneur in gaining success? Which is most inspiring feature of your role model entrepreneur?
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2.2 Entrepreneurs v/s. Intrapreneurs

Intrapreneurship (corporate entrepreneurship) is a term similar in some aspects to entrepreneurship. Let us read further to see what unfolds ahead.

Intrapreneurship

Entrepreneurial behavior is not restricted to creation of an enterprise. If entrepreneurship is essentially understood in terms of making the best of an opportunity, taking risks and being innovative, then entrepreneurial behaviour can also be exhibited within well established companies.

'Intrapreneurship' refers to entrepreneurial behavior within an established organisation. If you are working at an organisation right now, your initiative and entrepreneurial attitude can enable you to become an intrapreneur. That means that you should be ready to identify some opportunity and then make the best of it through different innovative techniques. We are highly



trainable when it comes to doing things in the conventional way. We follow the crowd and keep doing things the way they have been done in the past. However, those, who choose to do something different, always have an advantage over those who don't.

Let us understand the differences and similarities between an entrepreneur and an intrapreneur.

Similarities

Entrepreneurs and intrapreneurs are similar in many ways. Let us take a look at some of these similarities:

- Both recognise and take advantage of an *opportunity*
- Both conceptualise something unique in form of a product, service or process
- This unique approach usually *takes time to be accepted by others* in both cases
- Both take *risks*
- Both are focused on some kind of value creation or addition

Differences

Entrepreneurs and intrapreneurs differ in certain aspects. Let us take a look at some of these differences:

Risk

Entrepreneurship within an organisation, takes on some very distinct features. Whether starting own business venture or behaving entrepreneurially as an employee in an organisation, there is a considerable amount of risk involved. The only difference is that, in the former case, the risk falls completely on the individual owning the business enterprise, whereas in the latter, it is the company which assumes most of the risk. Hence, an intrapreneur takes only a career related risk, where there are chances of his loosing out in terms of promotions, salary hikes or even his job. So in case of a failure at the most an intrapreneur would need to search another job but for an entrepreneur failure would mean losing everything and would be required to start afresh.

Ownership of the concept, idea or product developed

An entrepreneur owns the company he works for as well as the concept, idea or product developed by him. On the other hand, in the case of an intrapreneur, it is the company which owns the idea or the product. Hence for an intrapreneur, not only legal ownership, but also the psychological sense of owning the idea or product can be very limited.

Monetary Benefits

The same holds true for the monetary returns. While the profits earned by a business venture belong completely to an entrepreneur, no intrapreneur can make such claims. Here the profits are earned by the company and the intrapreneur may get only a portion of it in terms of salary hikes or promotion.

Sense of Security

While the aspects mentioned above, make entrepreneurship sound like a better career option, don't make your judgments just yet. Although it is true that the entrepreneur is entitled to all the rewards his business earns, it may take years for his venture to come to such a position where he can reap them. His monetary gains are always tied up with the profit or loss of his company. The same is not true for an intrapreneur. If the concept does not work, he still has a job which



provides him with a secure income. Unlike an entrepreneur, an intrapreneur has a safety net. But an entrepreneur is much more vulnerable and insecure.

Accessible Resources

Another major advantage that intrapreneurs have is that they need not work at gathering and managing resources as the company for which they work will already be well established. Though intrapreneurs cannot control such resources, they can easily access the same.

External Environmental Factors

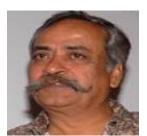
Lastly, an entrepreneur will usually be concerned about external factors like the political or economic stability of a region, changes in policies, etc. as these factors can significantly affect his business venture. An intrapreneur, however, though affected by such changes, is largely insulated towards them. He doesn't have much at stake as compared to an entrepreneur who starts up his own venture.

Thus, both intrapreneurship and entrepreneurship have their advantages and disadvantages. What is important is to think and act entrepreneurially, whether starting up a new venture or working within an organisation while keeping in mind all the aspects of being either an entrepreneur or an intrapreneur.

Let us proceed to the next section and have deeper insights into intrapreneurship.

2.3 Intrapreneurial Profiles

The following cases exemplify that by working in an entrepreneurial manner for their organisations the following employees have emerged as successful intrapreneurs.



Mr. Piyush Pandey
Executive Chairman and Creative Director,
Ogilvy & Mather, India and South Asia

Nurturing Ogilvy & Mather India (Ogilvy), breathing life and adding colour to the landscape of the Indian advertising industry, Mr. Piyush Pandey (Mr. Pandey) offered one of the best illustrations of

intrapreneurship in the advertising sector!

Mr. Pandey was a professional cricketer and a tea taster before joining Ogilvy as a trainee Account Executive and later entering its creative department. Over the years his creative talent led him to climb up the corporate ladder at Ogilvy. He held positions of the Creative Director at Ogilvy, Mumbai and the National Creative Director, Ogilvy, India and eventually was appointed as the Executive Chairman for Ogilvy, India & South Asia.

Mr. Pandey's noteworthy contribution proved to be instrumental in redefining the Indian advertisement industry and thereby offering a favourable career option for creative professionals, especially the youth of the nation. The Ad Club of Mumbai appreciated Mr. Pandey's unique sense of effectively architecting ads and campaigns by voting his 'Fevikwik' advertisement as 'the commercial of the century' and his effort on 'Cadbury Dairy Milk' as the campaign of the



century. He has held coveted positions and has been felicitated with numerous awards. He has been honoured with as many as 500^{26} Indian advertising awards. He was termed as the most influential man in the Indian advertising industry by the Economic Times for leading the advertising industry.



Ms. Vinita Bali Managing Director, Britannia Industries Ltd.

During her corporate career, Ms. Vinita Bali (Ms. Bali) exhibited a marvelous sense of intrapreneurship!

Her strong academic background and sixteen years of rich experience in diverse areas of marketing, sales and general management while working with leading multi national corporations (MNCs) in the U.K., Nigeria, South Africa, the U.S. and Chile enabled her to gain rich insights about the global markets.

Ms. Bali, an intuitive, highly talented marketing professional and a crunch manager was hired by the Nusli Wadia Group to reshape Britannia, the group's biscuit and snacks business. Her experience in packaged foods and beverages industry during her tenure at Cadbury Schweppes and Coca-Cola offered Ms. Bali a deeper understanding about the market intricacies and thereby enabled her to lead Britannia to emerge as a major player in the industry. Overcoming the challenges of setting up a new team and eliciting team actions towards ambitious goals, Ms. Bali strongly pursued brand innovation. Along with a healthier lifestyle brand positioning she diversified Britannia's portfolio into cakes, breads and rolls.

Ms. Bali held high positions at reputed organisations including the Bombay Burmah Trading Corp. Ltd., the Piramal Glass Ltd., the Titan Industries Ltd., and the Mphasis Limited. She was honoured with awards for her achievements!



Mr. Vivek Paul
Intrapreneur turned Entrepreneur,
KineticGlue

Having displayed the spirit of intrapreneurship during his twenty years tenure in the corporate sector, Mr. Vivek Paul (Mr. Paul) eventually

initiated KineticGlue, a company offering corporate social networking solutions for business efficiency!

Mr. Paul pursued engineering from the Birla Institute of Technology and Science, Pilani followed by M.B.A. from the University of Massachusetts, Amherst. After his initial experience in corporate career at Bain & Company and PepsiCo, Mr. Paul worked for ten years at the General Electric. Later, he joined as the Vice Chairman of Wipro and also held position of the CEO at the company's global information technology, product engineering, and business process services segments. During his tenure, Wipro was listed on the New York Stock Exchange and



within six years of his leadership Wipro was steered to a growth path and made a multibillion dollar company! After leaving Wipro, Mr. Paul joined as a partner at the Texas Pacific Group (TPG), a leading private investment firm.

Mr. Paul left TPG and in 2010, initiated KineticGlue, a company offering solutions in corporate social networking to tap the potential of each employee, irrespective of the organisational hierarchy, to collaborate and find solutions to business problems. Mr. Paul's achievements have won him praises. The Business Week ranked him amongst the best managers in the world while the Time magazine featured him among the top global business influentials.



Ms. Shobhana Bhartia Chairperson, HT Media

Redefining the Hindustan Times and nurturing the HT Media with her leadership skills and business acumen, Ms. Shobhana Bhartia (Shobhana) set an example in intrapreneurship!

Joining the Hindustan Times as the chief executive officer, Shobhana, daughter of K. K. Birla, an eminent industrialist, became the first woman CEO of a national daily. Striving hard Shobhana restored the image of Hindustan Times as a young and lively daily, and led the media group towards expansion.

Collaborating with the Wall Street Journal, Shobhana started 'Mint', a business paper and in partnership with the Virgin Radio launched 'Fever 104', an FM channel. Under her leadership HT Media joined hands with its arch rival the Bennett, Coleman & Company and initiated 'Metro Now', a morning tabloid. Shobhana successfully led the IPO of the media group in 2004²⁷. She was also nominated as the member of the Rajya Sabha and was bestowed with honours and awards for her extraordinary performance in the industry!



Dr. Verghese KurienFather of the white revolution in India,
Amul

An awe inspiring leader, a visionary and an intrapreneur, Dr. Varghese Kurien (Dr. Kurien) was instrumental in fostering a novel model of

cooperative dairy development at Anand. He was quoted: "We must build on the resources represented by our young professionals and by our nation's farmers. Without their involvement, we cannot succeed. With their involvement, we cannot fail".

Hailing from Kozhikode in Kerala, Dr. Kurien had pursued B.E. (Mechanical) from Madras University, and Masters in Mechanical Engineering from Michigan State University. He had acquired expertise through special engineering studies at the Tata Iron and Steel Company Institute, Jamshedpur along with training in dairy engineering at the National Dairy Research Institute of Bangalore.



He found that his work as a dairy engineer at a small milk powder factory at Anand was dull and uninspiring. Appealed by the challenge posed by the monopolistic Polson Dairy to Kaira District Cooperative Milk Producers' Union Limited ((KDCMPUL), a newly formed farmers' milk cooperative union breathing for life, Dr. Kurien resigned from his position to help KDCMPUL. With his technical expertise, professional skills, foresight and strong conviction for rural empowerment, he not only facilitated the setting up of a processing plant, 'Amul' but also nurtured it with dedication and thereby revolutionised the dairy sector in India. The success of the Amul model of milk cooperatives triggered establishment of the National Dairy Development Board (NDDB) with an aim to replicate it across India.

Dr. Kurien was hailed as the 'father of the white revolution in India' for spearheading 'Operation Flood', the world's largest dairy development program. Leading the white revolution in India, he made the nation the largest milk producer in the world. For his extraordinary contribution to the society he was felicitated with a number of awards including the Ramon Magsaysay Award for Community Leadership, Padma Shri, Padma Bhushan and Padma Vibhushan.



Ms. Naina Lal Kidwai, Country Head, HSBC (Hongkong and Shanghai Banking Corporation) India

Ms. Naina Lal Kidwai (Ms. Kidwai) is an inspiring female intrapreneur with strong determination to excel in areas unexplored by women. A

mother of two and a live example of work life balance; she is a role model for young aspiring female intrapreneurs!

When she was 16, Ms. Kidwai, daughter of the CEO of an insurance company, had made up her mind to become a successful businesswoman. Ms. Kidwai, a chartered accountant began her career as a trainee independent auditor at the Price Water Coopers; an organisation which had no other female employee and served there for three years. Keen to scale the corporate ladder by making her mark in a male dominated environment, Ms. Kidwai decided to pursue higher studies in management and eventually became the first Indian woman to pursue M.B.A. from the Harvard University.

Ms. Kidwai worked for the ANZ Grindlays Bank, (currently known as the Standard Chartered Bank), Morgan Stanley and HSBC. As the head of the investment banking division at Morgan Stanley, Ms. Kidwai's sharp observation of the changing environment and emerging trends led her to have a strategic focus on the IT and telecommunication sector. Her sharp business acumen and strong belief in team-based management philosophy enabled her to successfully broker financial agreements between investors and India's leading technology companies. Ms. Kidwai not only sought finance for Wipro and Infosys but also handled the initial public offerings (IPOs) of Bharti Tele-Ventures and Maruti Udyog. Striking a joint venture deal between Morgan Stanley and JM Financials, a Mumbai based Indian company; Ms. Kidwai facilitated the formation of JM Morgan Stanley. As the General Manager and Country Head, HSBC India, she became the first woman to guide the functioning of a foreign bank in India. Ms. Kidwai's achievements have won praises and awards.



SAQ 2. 5	5
How is intrapreneurship similar to entrepreneurship? Illustrate with some examples of your own.	
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intrapreneurship different from entrepreneurship? Give reasonswer.	ns and mustration to justify y
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2.4 Social Entrepreneurship

Social entrepreneurship, an emerging area of entrepreneurship, refers to an entrepreneurial approach towards social issues. Social entrepreneurship broadly means *identifying a social problem* and *addressing* it by applying entrepreneurial principles in an innovative and



sustainable manner so as to create *a positive change in the society*. An individual who undertakes social entrepreneurship is termed as a 'social entrepreneur' and the enterprise is referred as a 'social enterprise'. Hence, if you initiate an enterprise with an objective of making a positive social change by applying entrepreneurial principles, you would be termed as a 'social entrepreneur' and your enterprise would be known as a 'social enterprise'.

Social Enterprise v/s. Business Enterprise

You might be wondering as to "How a social enterprise can be distinguished from a business enterprise?" Well, a social enterprise can be distinguished from a business enterprise in the following aspects:

Aim

While the prime aim of a business enterprise is to earn profit and generate returns on its investment and is driven by wealth creation for its owner/s, the central aim of a social enterprise is to create a positive change in society through its social and environmental goals. A social enterprise is not driven by wealth creation for its owner/s, hence it creates wealth not as the end but as a 'means towards its social goals'. Though profits are required for sustenance the prime aim of a social enterprise is to create social value.

Profit

You may note that while a business enterprise seeks to realise its vision by *generating profits*, a social enterprise may be either *profit oriented or a non-profit enterprise*.

Contribution

While business entrepreneurs contribute to the *economic growth* of the nation, social entrepreneurs create revolutionary changes and bring about reforms, especially for the underprivileged or disadvantaged masses of society. Hence, they adopt *innovative approaches* to *create positive social impact*.

Performance

You would agree that triple bottom line (3Ps - People, Planet and Profit) has gained momentum and annual profits and resulting wealth of owner/s is one of the key indicators of the performance of a business enterprise. But, how would you measure performance of a social enterprise? Well, the performance of a social enterprise is mainly measured by its *impact on community or environment*, rather than merely the amount of profit it generates in a given period.

However, you should note that a social enterprise is distinct from NGOs, which are run on grants and donations.

2.5 Social Entrepreneurs: Creating a Better Society!



Dr. Muhammad Yunus
Nobel Laureate and
Founder, Grameen Group comprising the Grameen Bank and several
other social enterprises, Bangladesh



Advocating credit as the fundamental right of the poor, Bangladesh based Dr. Muhammad Yunus (Dr. Yunus) started the Grameen Bank and led the microfinance movement for poverty alleviation. Striving to enhance the well-being of the poor by addressing their livelihood, education, health and nutrition needs, Dr. Yunus came up with an innovative and sustainable model of social enterprise!

Pursuing M.A. from Dhaka University in Bangladesh, Dr. Yunus went on a Fulbright scholarship to study economics at Vanderbilt University (Vanderbilt) followed by Ph.D. in economics from Vanderbilt and joined as an assistant professor of economics at Middle Tennessee State University in the U.S. After coming back to Bangladesh, Dr. Yunus served as the head of the economics department at Chittagong University.

During his stint at Chittagong University, deeply moved to see exorbitant rates of interest charged by the local money lenders even from the poorest of poor, Dr. Yunus undertook a project offering small personal loans to the poor (who had no collateral to borrow, were not perceived as creditworthy and hence were considered unbankable by banks). His project revealed that the 'poor were bankable' and microloans had the potential of serving, not only, as the means for survival of the poor but also, as tools for imparting them lessons in entrepreneurship! Initially, Dr. Yunus offered microloans through support of several banks including the Janata Bank, the state-owned commercial bank of Bangladesh and later founded the Grameen Bank (meaning a village bank) to offer accessible and affordable credit to the poor village community. Exclusively focusing on the poorest of poor, especially women, Grameen bank offered microloans to small homogenous groups and operated on the principles of trust and solidarity, peer pressure, collective responsibility (as collateral on the loan) and emphasised training to fuel development of micro-enterprises. Grameen bank model had been replicated in several countries including India, Canada, the Netherlands, the U.S., France, and Norway.

Under Dr Yunus's leadership the Grameen bank steered ahead on the growth path and gradually 'Grameen' emerged as a group diversified into varied areas²⁸. Determined to fight poverty and enhance the wellbeing of the community, Dr. Yunus innovated a sustainable *social business model*²⁹. Collaborating with partners Grameen gained synergies. Grameen Danone, a joint venture between Grameen and Danone, offered micro-nutrients enriched yogurt for overcoming malnutrition in Bangladeshi children. Relying on solar and bio gas energy, eco-friendly packaging and generating employment opportunities, Grameen Danone sought to plough back its profits and measured its performance in terms of its impact on the people as well as the planet. Addressing the issue of water contamination and resulting chronic arsenic poisoning, Grameen joined hands with Veolia Water and offered clean, safe drinking water to the community. Besides, Grameen BASF³⁰ sought to fight malaria and offer nutritional value in food and Grameen Green Children Eye Hospital provided affordable, high quality eye care services to the community!

For his remarkable contribution to the society, Dr. Yunus was honoured with several awards. Grameen Bank as well as Dr. Yunus bagged the Nobel Peace Prize for creating a social change.

You can note how Dr. Yunus identified the social problem of acute poverty and addressed it through innovative approaches in microfinance, health, nutrition, energy, telecom, technology, education, employment, small enterprises and thereby emerged as a leading social entrepreneur.





Mr. David Kuria
Founder,
Ecotact Limited, Africa

Mr. David Kuria's (David) innovative approach to resolve the community sanitation problem led him to initiate Ecotact Limited. Ecotact's 'Ikotoilet' brought cultural transformation and social empowerment through its eco friendly, affordable, high quality sanitation

and supplementary services!

In Africa, lack of sanitation caused several diseases. Observing this and being inspired by Mahatma Gandhi who held that "Sanitation is more important than independence" David approached the issue with an innovate solution. He initiated Ecotact Limited (Ecotact) to offer affordable, high quality, community sanitation facilities in Nairobi, Kenya. In collaboration with the respective local authorities, water and sewerage utilities (public sector), Ecotact operated through Ikotoilets, a toilet mall (appearing like a shopping mall) with a unique model. Along with affordable sanitation, the Ikotoilet mall offered free, safe drinking water and incorporated several microenterprises offering varied services like electronic money transfer, shower baths (especially for rural commuters who desired to make a decent impression at their urban offices), shoe shine services, hair cuts, quick snacks, newspapers, baby changing rooms, sweep stake services and other such facilities for the community.

Ecotact thus offered convenience, hygiene, facilitated natural resource conservation, created livelihood opportunities for the local communities and influenced a policy shift in the governance of municipalities while revolutionising perception of the people towards toilets as well as environmental and sanitation awareness.

Having witnessed demand across East Africa, Ecotact planned to enter Tanzania and Uganda. It also proposed an 'Ikotoilet youth franchise incubation model' to bring up young entrepreneurs in the sanitation sector and received support from the Government of Kenya.

For his innovative approach to sanitation, David bagged the African Social Entrepreneur of the Year Award for 2009 and thereby became the first person to get such an award in the sub-Saharan African region. He also won Global Water Challenge 2008. Ikotoilet won the Ashoka recognition 2007 and the World Toilet Organisation's Global Water Challenge finalist award 2008. It was also included into the Hall Of Fame of Sanitation.



Mr. Dhruv Lakra, Founder & CEO, Mirakle Couriers, India

Eager to work for social impact, Mr. Dhruv Lakra (Dhruv) initiated Mirakle Courier to offer professional courier delivery services by empowering the hearing impaired community!



Having worked as an investment banker at Merrill Lynch, Mumbai and later in the development sector Dhruv pursued MBA from the Said Business School at Oxford University. Dhruv realised that in spite of being hearing impaired, the deaf community possessed amazing capabilities and otherwise had the potential to perform. The huge deaf population of India and their inaccessibility to decent livelihoods urged Dhruv to enable them to unleash their potential. Hence he created Mirakle Couriers (Mirakle); a Mumbai based professional courier company which aimed to empower the hearing impaired community.

Challenging the perception that the disabled are unemployable especially, in the private sector, Mirakle desired to make the business sector more inclusive by offering employment opportunities to low income deaf adults and thereby, ensuring their social and economic empowerment. Hence, Mirakle employed hearing impaired employees for pick up, sorting, and delivery of its courier packages. While the deaf men worked for pick up and delivery of the courier packages on the field, the deaf women sorted the delivery packages at Mirakle premises. Dhruv sought punctuality, speed and focus from his team.

Service excellence being the key for its financial viability, growth and sustainability, it strongly focused on professional grooming, body language, personal appearance, hygiene and professional training of each employee. Mirakle used Indian sign language for face to face communication. Even those employees which were capable of hearing developed capabilities for communicating in the Indian sign language so as to work effectively as a cohesive team. Mirakle's team used Mobile SMS (Short Message Services) for long distance communication. The deaf being not allowed to drive in India, Mirakle's deaf delivery boys relied on public transport like buses and trains for delivering courier packages. This resulted in low carbon footprint.

Though Mirakle was located at Mumbai it delivered courier packages across the globe. It desired to excel at ferrying fragile packages which required to be handled with extra care. Its professional approach facilitated Mirakle to bag an order from Vodafone.

For its breathtaking effort to empower the hearing impaired community Mirakle was nominated for the National Award for the Empowerment of Persons with Disabilities in 2010 and also bagged the Hellen Keller Award in 2009 along with the Echoing Green Fellowship in 2008.



*Dr. Pradip Kumar Sarmah,*Founder, Richshaw Bank³¹, India

Deeply inspired by Dr. Mohammed Yunus, founder of the Grameen Bank and pioneer of the microfinance movement, Dr. Pradip Kumar Sarmah (Dr. Sarmah) determined to resolve the pressing issues of the rural migrants turned rickshaw pullers through the innovative model of Rickshaw Bank. While the bank facilitated 390 rickshaw pullers in

becoming rickshaw owners additional 510 rickshaw pullers were soon expected to join the league!

Rickshaw Bank was initiated in November 2004 by Dr. Sarmah, Executive Director of Centre for Rural Development (CRD), an NGO working for community development. Observing the



miserable plight of the rural masses migrating to urban areas in search of livelihood opportunities but owing to their lack of skills finally ending up as rickshaw pullers, Dr. Sarmah came up with an innovative solution of initiating a Rickshaw Bank; a bank for the rickshaw pullers.

It was estimated that there were 8 million rickshaw pullers in India, of which 95 percent were victims of high daily rents making it almost impossible for them to survive with dignity. This was primarily because rickshaw pullers were unable to access basic formal banking services such as loans, savings, insurance, etc. The Rickshaw Bank addressed each of these concerns by facilitating their access to basic financial services and providing identity proof to protect them from social stigma and harassment. Moreover, after repaying the loans, the rickshaw pullers had an opportunity to become owners of rickshaws. The most significant aspect of the model was that it was commercially sustainable and hence the service could be adopted or expanded to other needy areas.

Business Fundamentals

The rickshaws were manufactured locally, either in an in-house manufacturing unit operated by the CRD or supplied by local manufacturers. These were then taken by a five-member common liability group serving as the social collateral towards the 'loan'. The products available to the target community was the Rickshaw; insurance facility for the puller, the passengers and the vehicle, license for puller and the vehicle, medi-claim, blue uniform and identity card. Fee-based benefits were cooking gas connectivity, emergency loan or need based purchase items.

Designed by the Indian Institute of Technology (IIT), Guwahati and assembled by CRD's production center, the Bank rickshaw was more aerodynamic, lighter than the traditional vehicle and had safer seating arrangement.

Rickshaws pullers, who were members of the Rickshaw Bank, formed garages in different parts of the city to manage their savings, repair the rickshaws, update business records, and collect rent.

Since the puller had a daily earning pattern, the repayment was collected on a daily basis. This revenue for the Bank was used towards the cost of the rickshaw, insurance premium, license, uniform, and operating costs.

Finance was raised on a Loan-cum-Advertisement based model. The advertisement revenue also helped in reducing risk in case of delayed repayments from pullers. The cost of the entire package initially was $\ref{7,000}$ but with the introduction of VAT (Value Added Tax) and modification of the rickshaw design, the cost went up to $\ref{9,000}$.

Funding

Initially, CRD mobilized fund for manufacturing improvised rickshaws from Oil & Natural Gas Corporation (ONGC), Indian Oil Corporation (IOC) and Hindustan Leaver Limited (HLL) by advertising them on rickshaws for the period of 3 years at ₹ 7000 per rickshaw. Each of these three corporate houses paid for their advertisement on 100 rickshaws. Subsequently, ICICI bank provided ₹ 4 million to CRD as a term loan followed by a term loan of ₹ 3 million from the State Bank of India (SBI) with a tripartite agreement between CRD-SBI and Rickshaw Pullers.



The Impact

In Assam, where it all started, the Bank facilitated 390 rickshaw pullers in graduating as rickshaw owners, and additional 510 rickshaw pullers were soon expected to join the league. From Assam, the Bank expanded its activities to several other states like Tripura, Tamilnadu, Uttar Pradesh, Gujarat and Delhi. The income of most of the rickshaw pullers registered an increase of 60 per cent and they were encouraged to save as most of them can now open an account either in the post office or bank with the help of their photo-identity cards.



Mr. Devendra Raj Mehta,

Founder, Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS) and Chief Patron of Jaipur Foot³², India

Empathy for the handicapped community triggered by a traumatic experience of a car accident led Mr. Devendra Raj Mehta (Mr. Mehta), a senior bureaucrat, to envision and nurture Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS) with an aim of serving the physically

handicapped community. Strongly focusing on the financially weaker sections of the handicapped community, BMVSS emerged as the largest organisation, for the handicapped in the world in terms of fitment of artificial limbs and callipers; reaching 310,220 end users and enjoying presence in 21 countries other than India!

BMVSS, Jaipur was set up in 1975 as a non-government, non-profit organisation for serving the physically handicapped, especially the financially weaker sections among them.

BMVSS, the humanitarian project was born out of a traumatic experience. In 1969, Mr. Mehta had met with a serious car accident in which his leg was severely crushed and he was threatened with strong chances of amputation; however luckily his leg was saved. Out of the profound effect of this experience, Mr. Mehta started empathizing with the amputee community. He observed that millions of rural poor could not afford prosthetic limbs. In March 1975, the occasion of the 2500th death anniversary of Lord Mahaveer, inspired by the Lord's Compassion and kindness to all, Mr. Mehta envisioned and initiated BMVSS. Jaipur Foot/Limb which was originally developed in 1968 by an artist named Ram Chandra Sharma, who himself had suffered a great deal because of a total accident, offered an alternative. It was made of rubber of different types, wood etc, making it a multi-flex foot, closest to the human foot in functional terms. However, despite these features of Jaipur Foot, in the first seven years, from 1968 to March 1975 (when BMVSS was set up), hardly 50 limbs could be fitted by the persons and organisation dealing with it.

In the next seven years (1975-1982) over 10,583 limbs could be fitted. Gradually, patients from all parts of India started coming to Jaipur. BMVSS expanded to sixteen branches in India and every year fitted 17,000 - 20,000 artificial limbs. Further, every year it organised almost 40-50 on-the-spot-limb-fitment-mobile-camps, reaching the most disadvantaged people in the far and distant areas.

BMVSS supported more than 30 artificial limb fitting independent institutions in the country by transferring its technology and offering training to their personnel. It held camps in 20 countries of Asia, Africa and Latin America and fitted more than 15,000 artificial limbs over the years.



One of the reasons for expanding reach of BMVSS was its persistent effort in upgrading technology.

Jaipur Foot, BMVSS's prosthetic limb offered free of charge to millions of people living below the poverty line in 16 countries, empowered such disabled underprivileged masses by providing them mobility and thereby an opportunity to lead productive lives. Though the poor were offered products free-of-charge, the institution ensured that the product quality was not compromised. Jaipur Limb Technology developed in Jaipur, India, was the most functional limb technology in the world and it had the following *special features*.

- The limbs made with this technology were *closest to a normal human limb*. The Jaipur Foot had virtually the same range of movements as that of a normal human foot. In other words, it was an all-functional, all-terrain limb. Such flexions and functions were absent in the other limbs with SACH foot. Though Multi Axial Feet were available the same offered specific limited flexions and functions.
- Jaipur Foot, cosmetically closest to the human foot with toes etc., water proof as many other artificial limbs in the world had *dual purposes*. It could be worn with shoes or without shoes depending on the desire and the need of the patients.
- The *normal life* of Jaipur Foot piece was around 3 years.
- The sockets for Jaipur Limb were made of polymers as adopted in other modern artificial limbs across the world. This had come to replace the wood and araldite laminated sockets which were very heavy and cumbersome. With the availability of polymers in socket making, BMVSS shifted to the HDPE pipes which resulted into *modern*, *better and lighter fitment*.
- The above knee prosthesis offered *highly advanced ischial*³³ *containment variety*.
- It provided a *quick fit limb*. A below-knee, prosthesis could be made in three hours and above-knee prosthesis could be made in one or two days. This was done while following all the technical requirements including those relating to alignment. As compared to 3 months required for fitment in the case of SACH Foot of USA the Jaipur Foot required only 1-3 hours.
- The Jaipur Foot technology facilitated *on-the-spot-limb/caliper-fitment-camps in remote areas* where the limbs / caliper were custom fabricated and delivered mostly on the same day.
- While the SACH Foot cost nearly US\$ 8,000, the *cost* of Jaipur Foot worked out to barely US\$ 35.

Impact

Since 1975, the organisation has provided artificial limbs to 310,220 people. The foot has been a great success in war-torn areas where landmines cause loss of limbs. The Jaipur Foot is available in 21 countries other than India, including Afghanistan, Bangladesh and Nigeria. BMVSS emerged successful in offering an affordable, accessible and user friendly solution to the handicapped community, including the underprivileged masses! This was because the Jaipur Foot technology was in public domain; it was not patented hence was available to the poor.

There are many inspiring Indian examples of social entrepreneurship. You can read the following.



'Dial 1298 for Ambulance' jointly founded by Ms. Sweta Mangal and her four friends, addressed the medical emergency needs by offering a network of fully equipped life support (Advanced Life Support (ALS) or Basic Life Support (BLS)) ambulances 24 hours x 7 days a week within the shortest possible time. Its services could be availed by dialing '1298' through any phone. It offered free service to victims of road accidents and mass casualty incidents and operated in Mumbai, Kerala and Bihar.

Ms. Saloni Malhotra pioneered socially responsible business process outsourcing (BPO) by starting *DesiCrew Solutions Pvt. Ltd.* and offered a BPO model as a tool for empowering rural masses while catering to the need of business clients.

Rice husk waste usually allowed to rot in the rural fields released methane in the atmosphere, thereby causing harm to the environment. A team of entrepreneurs comprising Mr.Gyanesh Pandey, Mr. Charles Ransler, Mr. Manoj Sinha and Mr. Ratnesh Yadav jointly founded *Husk Power Systems* to use rice husks for generating renewable clean, safe and efficient electricity at affordable rates. The social enterprise offered power to about 50,000 rural Indians.

You can observe that how these social entrepreneurs are striving to make a positive impact in the society. You can also apply your competencies for resolving a social issue. There are innumerable opportunities in the area of social entrepreneurship – health & nutrition, renewable energy, child rights, organic farming, organic food, organic garments, education, rural empowerment, poverty alleviation, environment protection and so on. Any social issue addressed in an innovative manner would give rise to a social enterprise. However, sustaining a social enterprise is quite challenging!

Let's Sum Up the Chapter

Dear Learner

In this chapter you have learned about key entrepreneurial traits, 13 key entrepreneurial competencies, observed how business entrepreneurship differs from intrapreneurship and social entrepreneurship and also gained rich insights through case studies in intrapreneurship and social entrepreneurship. The main points of this chapter are as follows:

- 1. Calculated risk taking, high ambiguity tolerance and an internal locus of control are some of the key entrepreneurial traits.
- 2. There are 13 competencies critical to become a successful entrepreneur: Initiative, Seeing and Acting on Opportunities, Persistence, Information Seeking, Concern for High Quality of Work, Commitment to Work Contract, Efficiency Orientation, Systematic Planning, Problem Solving, Self-Confidence, Assertiveness, Persuasion and Use of Influence Strategies.
- 3. Entrepreneurs and intraprenuers share certain similarities like seizing opportunity, conceptualising something unique in form of a product, service or process, time taken by others in accepting their approach, assuming risks, focusing on value creation or addition. However they differ in certain aspects like risk, ownership of the concept, idea or product developed, monetary benefits, sense of security, accessible resources and external environmental factors.
- 4. Social entrepreneurship broadly differs from business entrepreneurship in terms of aims, profit, contribution and performance.



Possible Answers

SAQ 2.1

The following are the 13 distinct competencies which can be attributed to an entrepreneur.

- 1. <u>Initiative</u>: An individual with initiative looks forth to undertake action/s, which either go beyond job requirements or the demands of the situation or are initiated before being asked or forced by circumstances, and is urged to extend the business into new areas, products or services.
- 2. <u>Seeing and Acting on Opportunities</u>: It refers to an individual who seeks and acts on opportunities, either for business or personal growth or seizes unusual opportunities to obtain finance, equipment, land, work space or assistance.
- 3. <u>Persistence</u>: An individual who does not give up when faced with setbacks, but undertakes repeated actions to overcome obstacles that are faced while pursuing goals possesses this competency.
- 4. <u>Information Seeking</u>: It is used for an individual who acts to gather the required information for attaining objectives or gaining a deeper understanding into the nature of the problems confronted.
- 5. <u>Concern for High Quality of Work</u>: This competency is exhibited by actions aimed to do things that either reach or raise the existing standards for excellence in business. Such persons always have a desire to produce work of high quality and to honestly compare one's own work with others.
- 6. <u>Commitment to Work Contract</u>: It denotes the nature of commitment displayed by entrepreneurs, who assign highest priority on getting a job completed. Accepting full responsibility for completing a job and expressing a deep concern for satisfying the customer, such an individual would not hesitate in giving personal sacrifices, extending extraordinary efforts and pitching in with workers or even work in their places to get the job done on time.
- 7. <u>Efficiency Orientation</u>: It refers to finding ways to do things faster, or with fewer resources, or at a lower cost. Such an individual looks for innovative ways to reduce costs and time, uses information on business tools to improve efficiency and expresses concern about costs against benefits of any improvement or change.
- 8. <u>Systematic Planning</u>: Systematic planning enables an entrepreneur in identifying and using logical step by step plans to reach goals. s/he plans by breaking a large task into sub-tasks, develops plans that anticipate obstacles, evaluates alternatives and most importantly takes a logical and systematic approach towards business activities.
- 9. <u>Problem Solving</u>: An individual who possesses this competency identifies an alternative strategy to reach his or her goal and generates potentially new, unique ideas or innovative solutions to attain the goal.



- 10. <u>Self-Confidence</u>: A confident individual's strong sense of self belief enables him / her to have confidence in own abilities to complete a task or meet a challenge. Such an individual adheres to one's own judgement in the face of opposition or initial failures, or does something which s/he finds risky.
- 11. <u>Assertiveness</u>: It refers to the practice of directly confronting one's problems and issues with others. An assertive individual confronts problems with others directly, tells others what they have to do and disciplines those failing to perform as expected.
- 12. <u>Persuasion</u>: It refers to the competency of successfully persuading others. An entrepreneur is said to be persuasive when he/she can convince someone to buy a product or service, or to provide financing or elicit a desired response from a person. s/he asserts own competence or company's qualities or strong confidence in own or company's products or services.
- 13. <u>Use of Influence Strategies</u>: It refers to the use of varied strategies to influence others. An entrepreneur having influence strategies acts to develop business contacts, uses influential people to accomplish his / her own objectives, limits the information given to others and uses strategies to influence others.

SAQ 2.5

Entrepreneurs resemble intrapreneurs in the following aspects:

- 1. Both recognise and take advantage of an opportunity.
- 2. Both conceptualise something unique in form of a product, service or process.
- 3. This unique approach usually takes time to be accepted by others in both cases.
- 4. Both take risks.
- 5. Both are focused on some kind of value creation or addition.

SAQ 2.6

Though entrepreneurs and intrapreneurs have some similarities they tend to differ in terms of the following:

- 1. <u>Risk:</u> While an entrepreneur assumes all the risks relating to the venture in case of an intrapreneur it is the company which assumes most of the risk.
- 2. Ownership of the concept, idea or product developed: While an entrepreneur owns the company he works for as well as the concept, idea or product developed by him, for an intrapreneur, it is the company which owns the idea or the product.
- 3. <u>Monetary Benefits</u>: While the profits earned by a business venture belong completely to an entrepreneur, no intrapreneur can make such claims.
- 4. <u>Sense of security</u>: While an intrapreneur has a safety net, an entrepreneur is much more vulnerable and insecure.
- 5. <u>Accessible Resources</u>: Intrapreneurs have easy access to resources as the company for which they work will already be well established but entrepreneurs would have to work hard to gain access to such resources.
- 6. External Environmental Factors: An entrepreneur will usually be concerned about external factors like the political or economic stability of a region, changes in policies, etc. as these factors can significantly affect his business venture but an intrapreneur, though affected by such changes, is largely insulated towards them.





Chapter III Entrepreneurship Motivation

"If you can DREAM it, you can DO it."

Walt Disney Co-founder, The Walt Disney Company

Chapter Contents

- 3.1 Introduction
- 3.2 What motivates an entrepreneur?

The aim of this chapter is to:

• Offer an idea of entrepreneurial motivation

Objectives:

On completion of this chapter, you will be able to:

- Understand the meaning of entrepreneurial motivation
- Gain insights into entrepreneurial motivation



3.1 Introduction

It is quite interesting to observe that every year top B-schools tend to witness a group of students, who reject offers for lucrative professions only to venture out and create a new enterprise. Such an observation poses a couple of questions: Why do these students behave in such a manner? What drives them to decline fat salary packages, embrace uncertainty and walk the risky entrepreneurial path? Well, my friend, several factors are responsible for such a distinct behavior of this breed and one of these factors is 'entrepreneurial motivation'.

Meaning: As we have already seen in the first unit of this programme, 'entrepreneurship' (derived from the French root 'entreprendre' meaning 'to undertake') can be defined as the process through which "opportunities to create future goods and services are discovered, evaluated and exploited." But, as future is uncertain there is an element of uncertainty and hence risk involved with such opportunities. So, 'entrepreneurial motivation' means an individual's drive, initiative and actions for undertaking a risky activity / task so as to attain a specific objective / goal. (We will have a detailed discussion of 'goal setting' in chapter III 'definite purpose and goal setting') As an individual's inner drive plays a critical role in the entrepreneurship process, entrepreneurship is an outcome of motivated human action.

3.2 What motivates an entrepreneur?

'Entrepreneurship' is commonly associated with high risk, opportunity or luck, passion for something and is considered as the road to status, fame & success, riches, the means for accessing easy money and a lot more. Even job dissatisfaction can trigger a new enterprise. So these are the drivers of entrepreneurship. You will find it interesting to note that while one or more of these drivers (like high risk) attract certain individuals towards entrepreneurship the very same driver / drivers may keep others away from it. This is because of 'individual differences' Ask yourself, "Precisely what motivated me to enroll into this programme? Was it something about my personality? Or was it something in my environment: my family, friends, relatives, society, political circumstances, the global economy, technological advancement or something else?"

To help you in finding an answer to the question 'What motivated you to take up this entrepreneurship programme?' let us go to the next sub-section of this chapter.

Need for Achievement

According to David McClelland, an eminent American psychologist, 'achievement motivation' formed the basis of 'entrepreneurial personality'. McClelland's theory of needs focused on the following three needs:

- Need for achievement (nAch) The need for achievement (nAch) refers to the desire or the urge to excel, to make significant accomplishment and seek success in attaining challenging yet realistic and attainable goals.
- Need for power (nPow) It refers to the need to control and influence others by assuming powerful positions.



• Need for affiliation (nAff) – It denotes the desire for close and friendly interpersonal relationships.

Low nAch Vs High nAch

The need for achievement is directly related to the difficulty level of the work tasks that you select. If you tend to opt either for easy tasks to minimise your failure risks or very difficult tasks to justify your failure you have a *low nAch*. However if you prefer moderately difficult tasks which are perceived to be challenging yet attainable, you possess a *high nAch*.

As per McClelland's research findings, if you have a high need for achievement you would be driven towards entrepreneurship. Besides the nAch, entrepreneurs tend to be motivated by the desire for power.

Let us proceed further to understand varied features of an achievement motivated individual. Stephen Robbins and Seema Sanghi in their book 'Organisational Behavior' have stated that according to McClelland, if you have the following features, you are an achievement oriented individual³⁷:

- You love high degree of independence
- One of the most satisfying rewards for you is recognition of your achievements
- You have the desire to do things better or more efficiently than already done
- You set up high and challenging yet, attainable goals for yourself ('stretching' beyond the easily reachable goals)
- You perform best at those tasks which have 0.50 probability of success
- You are able to develop the requisite skill sets for mastering complicated tasks
- You assume responsibility for resolving problems
- You elicit rapid feedback on your level of success

McClelland held that individual with a high nAch desired situations in which they can have a direct control over outcomes or where they can clearly identify the outcomes of their efforts, meaning if you have a high nAch, you will have an internal locus of control.

It has been found that nAch acts as an important differentiating factor between successful and unsuccessful groups of firm founders.

Self-efficacy

If you strongly believe that your own abilities are sufficient for performing a task, it implies that you have high level of self-efficacy. Self-efficacy is important in the entrepreneurial process because it facilitates you to plan confidently and persist amidst failures.

The concept of self-efficacy was introduced by Albert Bandura, a Canadian psychologist famous for his groundbreaking contributions to psychology. In 1997, Bandura defined self-efficacy as "the belief in one's ability to muster and implement the necessary personal resources, skills and competencies to attain a certain level of achievement on a given task."

Self-efficacy, Motivation & Entrepreneurship

If you possess a high degree of self-efficacy in a task you are expected to exert more effort for a greater length of time, persist through set backs, set and accept higher goals, and develop better



plans and strategies for the given task. In case of poor or unsatisfactory performance, you may even take negative feedback in a more positive manner so as to improve your performance.

If you feel that you have low self efficacy and need to develop it, you must start believing in your capabilities. We all have been created by the same creator (God) and we have all the abilities to excel in whatever we do, we only need to realise our hidden potential!

Drive

Drive is a basic or instinctive need. It refers to an inner urge that stimulates activity or inhibition. You may note that the nAch is fuelled by 'drive'.

According to Shane, Locke and Collins, drive has following four aspects³⁸:

- **Ambition:** It determines to what extent entrepreneurs would capitalize on opportunities to create something significant.
- **Goals:** Ambition influences goals. High ambitions lead to setting up of high goals and as compared to low or moderate goals, high goals lead to better performance.
- **Persistence:** Persistence refers to sustaining goal-directed energy over a period of time. Entrepreneurial persistence would be determined by his /her self-efficacy.
- **Energy & stamina:** A great deal of stamina is required to persist in attaining goals in spite of setbacks.

Independence

In the first chapter, we had observed that entrepreneurs seek independence. Hence, they desire to be their own boss. Empirical studies have revealed that such a desire for independence and the urge to be one's one boss has been one of the prime motivating factors leading towards entrepreneurship. Entrepreneurs, rather than blindly following others, crave for independent decision making and independent judgment. They also like assuming responsibility for their actions. As entrepreneurship offers such independence, it attracts independence seeking individuals.

Concluding this chapter we would like to bring your attention to the question: 'What motivated you to take up this entrepreneurship programme?' Hope you have found the answer!

In case if you have not found the answer to the above question, please note that entrepreneurial traits and competencies discussed in the preceding chapter would be describing your personality. Moreover, the concepts covered in this chapter would best describe what precisely motivated you to become an entrepreneur and show you the reasons for your inclination towards entrepreneurship.

SA	AQ 3.1
List varied entrepreneurial drivers which motivates an entrepreneur and briefly explain ea	nch.



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Let's Sum Up the Chapter

Dear Learner

In this chapter you have learned about the key drivers of entrepreneurial motivation. The main points of this chapter are as follows:

- 1. Entrepreneurial motivation means an individual's initiative and actions for undertaking a risky activity / task so as to attain a specific objective / goal. As an individual's inner drive plays a critical role in the entrepreneurship process, entrepreneurship is an outcome of motivated human action.
- 2. Entrepreneurial activity is fuelled by the following:
 - i. Need for Achievement (nAch): There are two types of nAch: high nAch and low nAch. If you tend to opt either for easy tasks to minimise your failure risks



- or very difficult tasks to justify your failure you have a *low nAch*. However if you prefer moderately difficult tasks which are perceived to be challenging yet attainable, you possess a *high nAch*.
- ii. Self-efficacy: If you strongly believe that your own abilities are sufficient for performing a task, it implies that you have high level of self-efficacy. Self-efficacy is important in the entrepreneurial process because it facilitates you to plan confidently and persist amidst failures.
- iii. Drive: It is a basic or instinctive need. It refers to an inner urge that stimulates activity or inhibition. The nAch is fuelled by 'drive'.
- iv. Independence The desire for independence and the urge to be one's one boss has been one of the prime motivating factors leading towards entrepreneurship.

Possible Answers

SAQ 3.1

The following are the drivers of entrepreneurial motivation:

Need for Achievement (high vs. low need for achievement), Self-efficacy, Drive and Independence





Chapter IV

Making of an Entrepreneur Part 1: Understanding Self

Chapter Contents

- **4.1 Self**
- 4.2 Johari Window & Self-Disclosure
- **4.3 Personal Effectiveness**
- 4.4 Advantages of Self-Exploration

The aim of this chapter is to:

• Enable you in attaining success through a clear and complete understanding of your own 'self' and 'personal effectiveness'

Objectives:

On completion of this chapter, you will be able to:

- Generate 'self awareness'
- Gain insights about 'self' through Johari Window
- Understand how one can gain personal effectiveness
- Know the advantages of self-exploration



4.1 Self

As you have already read in chapter 2, two or more individuals would exhibit different performance levels while doing the same job. Such a difference in performance is owing to differences in physical composition of body, education, experience, skill set, motivation, personal strengths and weaknesses. So, what is it about you that distinguish you from others? Read further to satisfy your curiosity!

To seek an answer to the above question, you need to know about your 'self'. It's strange but true that our belief of being aware of everything about ourselves is wrong. We are unaware about each and every aspect of ourselves. So, let us try to remove our ignorance.

What is Self?

According to psychologists there exists four parts of 'self', of which each living creature possesses the following three:

- 1. Physical bodies and their automatic processes
- 2. Experiences
- 3. Activities

The fourth part and the most important part of 'self' which distinguishes the human beings from all other creatures is *self-awareness*. Only human beings have enough sense of their physical self to recognise themselves in a mirror. Some animals either simply ignore their own mirror image while others react as if their reflection is another member of their species. Gorillas, for example, talk to and play with their mirror images. Do you remember the story of the lion and the rabbit from 'Panchatantra' which you might have read when you were a child? The poor lion did not have a sense of 'self', hence, he could not recognise his image in a well which cost him his life.

Why should you be aware of your 'self'?

Only if you are aware of your 'self', that is your personality traits, your strengths and weaknesses, your temperament, skill set, life goals and so on, you can expect to attain your life goals and embrace success.

However, self awareness is not merely an invisible, abstract concept akin to honesty or dishonesty. It involves a systematic self introspection – an exploration into your characteristics, traits, skills and motives; your strengths and weaknesses. Identify the hidden forces within yourself that strengthen or weaken your personal growth. You need to go back to your childhood - to the encouragement or discouragement to certain pattern of your behaviour which your elders, teachers and playmates provided you. Critically examine your choices of employment, career, spouse, friends, life-style, and hobbies, to see what each of this reveal about your personality and potential. Closely monitor your behaviour at your workplace, during interactions with your elders or younger brothers and sisters, parents, spouse, friends, peers etc. Do you encourage others to innovate, experiment, be resourceful, show initiative or are frequently cautioning them, discouraging experimentation, showing apprehension or dislike for inventions?

From such introspection, you would become aware of your true potential and you can use your self awareness to attain your goals.



4.2 Johari Window & Self-Disclosure

Although better self-awareness is a pre-requisite for personal effectiveness, merely understanding one's own self does not make a person effective. Disclosing oneself or self disclosure is equally important. *Self-disclosure* is nothing but an interpersonal process by which you explicitly communicate some personal information to one or more people, knowing that it would be unlikely for them to get that information unless disclosed by you. This self-disclosure requires presence of others and is preceded by disclosure to your own self. That is, you must first become aware of some information about your own self before you can disclose it to others who in turn reciprocate.

Exhibit 4 (I) depicts 'Johari Window', a disclosure / feedback model of self awareness developed by Joseph Luft and Harry Ingham in 1950s. The disclosure / feedback model reflects various aspects of an individual's behaviour, with communication flowing out from the individual to others and flowing in to the individual from others through this window.

Exhibit 4 (I) Johari Window Model of Self Awareness							
	Known to Self Unknown to Self						
Known to Others	1 Arena	2 Blind					
Unknown to Others	3 Closed	4 Dark					

AREAS OF SELF-KNOWLEDGE

You would agree that there are certain facets about your 'self' which you know very well but there are some aspects about your own 'self' which even you may not know. Similarly, 'others' also know certain things about you but some aspects about you are not known to them! Based on such a classification we have four areas of self awareness. They are as follows:

1. Arena (Public self):

This area of the window refers to that part of your behaviour which is known both to you as well as others with whom you interact. The arena includes information about you such as name, age, physical appearance, family background, profession, etc.

2. Blind:

The blind area refers to those aspects of your individual behaviour that others know but you yourself are not aware of, as for example, your mannerisms or way of walking or some



involuntary actions of which you are not aware but are known to others and because of which, they may either make fun of you or praise you.

3. Closed:

The closed area contains those aspects of your self which are known to you but not known to others. Information in this area is secret. For example, you may harbour certain feelings about your parents, your supervisors or your friends, but are unwilling to reveal such feelings to the concerned individuals because you deliberately want to keep such feelings and attitudes hidden.

4. Dark:

The dark area is inaccessible for you as well as others. Certain circumstances, e.g. an accident, may lead an individual to realise some hidden aspects of the 'self'. Since, this undiscovered area cannot be consciously controlled or changed and is difficult to be monitored for personal effectiveness, we will restrict further discussions to the other three areas only.

Refer **Exhibit 4 (II)** to apply the Johari window. The given positive personality traits (or adjectives) are to be used to describe your 'self' followed by a similar exercise by your friends, relatives, family and colleagues to get resulting overlap and / or difference. You can start with those words that describe you best.

Exhibit 4 (II)

		EXHIBIT 4 (11)	/				
Positive Personality Traits for Johari Window							
Able	Dependable	ndable Intelligent Patient Sensible					
Accepting	Dignified	Introverted	Powerful	Sentimental			
Adaptable	Energetic	Kind	Proud	Shy			
Bold	Extrovert	Knowledgeable	Quiet	Silly			
Brave	Friendly	Logical	Reflective	Smart			
Calm	Giving	Loving	Relaxed	Spontaneous			
Caring	Нарру	Mature	Religious	Sympathetic			
Cheerful	Helpful	Modest	Responsive	Tense			
Clever	Idealistic	Nervous	Searching Trustworth				
Complex	Independent	Observant	Self- Warm				
Confident	Ingenious	Organized	assertive Wise				
			Self-	Witty			
			conscious				



	SAQ 4.1
List three reasons why you need to have a sense of self.	

4.3 Personal Effectiveness

Before you begin exploring yourself, we would like to acquaint you with one more concept, termed as 'personal effectiveness'. Personal effectiveness is usually seen in the context of communication and refers to good communication skills based on the following criteria:

Fidelity - This criterion of communication is *distortion-free message*. You are an effective person if you are able to convey a message to others with minimum misunderstanding.

Economy - You are effective if you use a *minimum of energy, time, symbols and cues* to communicate a message that can be understood.

Influence - You are an effective communicator if you are able to *exercise influence / control over the receiver* of the message. That is, you achieve the results you intend to achieve.

Congruence - You are an effective communicator if you can *integrate both verbal and nonverbal cues* in order to avoid any possible conflicts or miscommunication.

Relationship - You are an effective communicator if your communication *facilitates you in building / strengthening trust and leads you to enjoy better interpersonal relationships*.

Your personal effectiveness thus may either be 'low' or 'high'. If you are low in fidelity, not economical in your communication, not influential in conveying messages, use conflicting cues and do not contribute to relationship building, you are *low on personal effectiveness*. But if you are high in fidelity, economical and influential in communication, do not use conflicting cues and contribute to trusting relationship, you are *high on personal effectiveness*. You must judge yourself as honestly as you can and decide whether you are low or high on the personal effectiveness criterion.

4.4 Advantages of Self-Exploration

Self-exploration has many advantages.



- You will have a *better awareness* of your personality and potential and thereby your strengths and weaknesses, and thus choose a right career for yourself. It is a mirror which shows you your own face.
- It not only truly reflects your personality and potential but also shows you the ways and means to confront and overcome your shortcomings and deficiencies, if any.
- It enables you to achieve *success in all walks of life*. It guides you in developing yourself systematically and effectively. It suggests that by strengthening your interpersonal relationships and by developing good communication skills you can develop your personal effectiveness, personality and potential. Thus, you can not only become successful in life but also easily scale up in whatever career you choose to pursue. In a nutshell, this exercise will form the secret of your success.

Let's Sum Up the Chapter

Dear Learner

In this chapter you have gained insights into self awareness through Johari Window, which discusses four areas of self awareness – arena, blind, closed and dark. Further, we also offered you an opportunity to know whether you possess high or low personal effectiveness by enabling you to analyse your communication skills using varied criteria like Fidelity, Economy, Influence, Congruence and Relationship. We also explained that based on your area in the Johari Window and your level of personal effectiveness you can find and thoroughly understand your personality type and thereby gain awareness about your strengths and weaknesses so as to choose a right career for yourself.

This chapter offered ways and means to confront and overcome your shortcomings and deficiencies, if any so as to embrace success in all walks of your life.

Possible Answers

SAO 4.1

The following are the three reasons for having a sense of self

- 1. Necessary to realise one's true potential
- 2. Vital for enhancing personal effectiveness
- 3. Key to attain one's goals





Chapter V

Making of an Entrepreneur Part 2: Emotional Intelligence (EI)

Chapter Contents

- **5.1** Emotional Intelligence
- **5.2 Elements of Emotional Intelligence**

The aim of this chapter is to:

• offer insights in the area of emotional intelligence

Objectives:

On completion of this chapter, you will be able to:

- Understand the concept of emotional intelligence
- Learn about the elements of emotional intelligence



5.1 Emotional Intelligence

Since decades we have been emphasising on certain aspects of intelligence such as logical reasoning, mathematical skills, spatial skills, understanding analogies, verbal skills etc. Researchers were puzzled by the fact that while Intelligent Quotient (IQ) could predict, to a significant degree, academic performance it failed to predict professional and personal success. What was missing in the equation? Why individuals were showing poor performance despite their high IQ scores? Well, actually they were wasting their own potential by thinking, behaving and communicating in a way that hindered their chances towards success.

The major missing part in the success equation was emotional intelligence, a concept popularised by a book authored by Daniel Goleman and which is based on years of research by numerous scientists like Peter Salovey, John Meyer, Howard Gardner, Robert Sternberg and Jack Block. Though Emotional Intelligence became popular after the publication of Daniel Goleman's book, "Emotional Intelligence", in 1995, it was researched and developed during the 70's and 80's. The roots of emotional intelligence can be traced back to 'Frame of Mind', a book by Howard Gardner, a psychologist.

Definition: Emotional Intelligence (EI) can be defined as the ability to not only detect but also manage emotional cues and information. It is the ability to identify, understand and manage one's emotions. As per the trait EI model, EI is a self-perceived ability, to identify, assess and manage the emotions of one's self, of others and of groups.

EI is increasingly relevant to organisations and businesses today; since it is proved that it helps in understanding and assessing behaviour of people. It serves as an important tool in areas of learning styles, management styles, attitudes, interpersonal communication skills and human potential. Despite an average IQ, individuals with high EI tend to be more successful in life as compared to those with lower EI.

5.2 Elements of Emotional Intelligence

According to Peter Salovey and John Mayer, EI is made up of 5 elements:

- **Self-awareness** Observing yourself and gaining awareness of your feelings.
- Managing emotions —Ability to handle one's emotions and impulses, it refers to handling feelings so that they are appropriate, realising what is behind a feeling and finding ways to handle fears and anxieties, anger and sadness.
- **Motivating oneself** It is the capability of persisting even in case of setbacks and means channeling emotions towards the goal, exercising emotional self control and delaying gratification.
- **Empathy** It refers to sensitivity to others' feelings and concerns, taking their perspective, as well as appreciating the differences in how other's feel.
- **Social Skills** The capability of handling emotions of others as well as the relating social competence or social skills.

The high success of prominent personalities like Azim Premji, Sachin Tendulkar, Geet Sethi, and Soniya Gandhi can be attributed to their high emotional intelligence. It is also very necessary for



you as an entrepreneur to be emotionally intelligent. This would make you personally effective as a human being as well as an entrepreneur. Also, being emotionally intelligent you would have a better understanding of your own emotions and hence would be able to handle them better in personal as well as professional spheres of your life. This ensures that lesser energy and time is spent dealing with conflicts thereby leading to a better team work in the organisation. Understanding other person's needs also creates a better understanding and aids in building good rapport between the team members.

As successful entrepreneurs usually have a high tolerance level, understanding and managing emotions gives them an edge over others.

								\$	SAC	Q 5.1
What is emotional intelligent?	intelligence?	Why	is it	critical	for	an	entrepreneur	to	be	emotionally
										



Let's Sum Up the Chapter

Dear Learner

Despite possessing high IQ individuals who either lack or have lower levels of EI tend to fail where as individuals with high EI despite average IQ tend to embrace success. Thus, emotional intelligence is a strong determinant of success.

Possible Answers

SAQ 5.1

Emotional Intelligence (EI) can be defined as the ability to not only detect but also manage emotional cues and information. It is the ability to identify, understand and manage one's emotions.

Success is determined largely by the level of EI hence it is critical for an entrepreneur to be emotionally intelligent. To emerge as a successful entrepreneur you should be able to detect, understand and manage not only your own emotions but also, that of others.

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Chapter VI Making of an Entrepreneur Part 3: Team Building and Leadership

Chapter Contents

SECTION I TEAM BUILDING

- 6.1.1 What do we mean by 'Team'?
- **6.1.2** Three Basic Elements of a Team
- 6.1.3 How you can build and sustain a 'Cohesive Work Team'?

SECTION II LEADERSHIP

- **6.2.1** Entrepreneurial Leadership
- 6.2.2 Entrepreneurial Leader
- **6.2.3** Case Studies in Leadership

The aim of this chapter is to:

• offer insights in the area of team building and leadership

Objectives:

On completion of this chapter, you will be able to:

- Understand the meaning of a team and its basic elements
- Gain knowledge and insights to form and manage a cohesive team for your business enterprise
- Understand entrepreneurial leadership
- Gain insights into effective team building and entrepreneurial leadership through examples and case studies



SECTION I TEAM BUILDING

''It is never the individual but groups of people who make an idea a success.''

Naina Lal Kidwai Country Head, HSBC India



6.1.1 What do we mean by 'Team'?

Human resources are critical for any entrepreneurial activity. Since you have opted for this programme on entrepreneurship you would initiate your business enterprise in future. Suppose if, you are asked to run your business single handedly, without any kind of support in form of human resources, would you be able to run your business enterprise all alone? No! Running your business enterprise would call for playing diverse functional roles and it would be nearly impossible or at least extremely challenging for you to single handedly play each of these roles.

Moreover, each individual has a 'core competency'. A single individual cannot be best at each and every single aspect critical for nurturing a business enterprise but, has a specific functional area wherein, he or she is competent to perform very well or can excel. Hence, there is an urgent need of pooling skilled personnel from diverse fields. When such professionals and field experts from diverse fields come together and collectively work towards attaining a common goal they form a *team*.

6.1.2 Three Basic Elements of a Team

How does a team operate? Well, there are three basic elements through which a team works towards its goals. Let us have a look at these three elements which are as follows:

- 1. **Activities** At the core of each team is purposeful action, the basic component of which is a task. As task or activity is the means to attain the end, it should be focused on the common goal of the team.
- 2. **Interaction** All team members work together and the team as a whole works in coordination with many other teams. Its role in relation to other teams might be either complementary or supplementary.
- 3. **Sentiments** Human beings are generally social by nature, working and interacting with one another give rise to feelings and attitudes among members of a team as well as between different teams. You must note that team work and atmosphere should be sufficiently satisfying for all members to continue with the team. You must have observed that positive sentiments promoting good-will and co-operation are far more beneficial than those which hinder interaction.

You must keep in mind that these three elements are interlinked and are mutually dependent on each other. Weakness in one diminishes the effectiveness of other elements. Team activity brings people closer by way of interaction and shared sentiments. Moreover, this behaviour results in emergence of group 'norms' or expectations. In the long run 'norms' set the tone of behavioural patterns and to a large extent are responsible for entry and exit of members which again in turn influence these norms.

You should note that a team is a complex working unit and its success is dependent on individual team members as well as team's collective effort.



6.1.3 How you can build and sustain a 'Cohesive Work Team'?

When you initiate your business enterprise you would need an efficient and cohesive team so as to enable you to attain your business goals. You would be wondering as to "how can you form your team, manage and motivate it to work towards your goals and fulfill your mission?" If you have watched 'Lagaan' (the movie nominated for the best foreign language film at the 2002 Oscars/Academy Awards) and 'Chak de! India', try to recollect and analyse the team building and team management strategies from these movies.

[Note: Though you might have already watched both 'Lagaan' and 'Chak de! India' it is recommended that you watch both the movies again. It is suggested that you should watch both the movies before as well as after reading this section on team building. This would help you in gaining rich insights about team building.]

The following points will help you relate to these movies and thereby learn how you can form a good team and nurture it so as to attain your goals.

1. Identify a 'Common Goal' for your team

You need to identify 'a common goal' which all the team members aspire and which drives them towards it. Such a goal induces them to act with responsibility and commitment.

<u>Illustration</u>: Lagaan's Indian cricket team comprising rural folk shared the common goal of winning the cricket match against the British team so as to be exempted from paying taxes to the British army for three years.

Chak de! India's women hockey team shared the common goal of making the nation proud by winning the World championship through 'We' rather than 'I' attitude.

You can also refer the following illustration of an entrepreneurial team.

<u>Illustration</u>: Infosys was formed by a common vision shared by a small team of seven entrepreneurs, N.R. Narayana Murthy, Nandan Nilekani, N. S. Raghavan, S. D. Shibulal, Kris Gopalakrishnan, Ashok Arora and K. Dinesh who jointly strived towards their common goal and passionately nurtured Infosys so as to attain their vision and fulfill their dreams!

Eventually Infosys emerged as leading player in the IT and Consulting Service industry.

Thus, you too can begin with identification of a common goal for your team.

2. Select your team members by careful evaluation of 'Skills, Strengths and Weaknesses'

You can consider the following illustration to have an idea as to how you should select your team members.



<u>Illustration</u>: You must have observed that in 'Lagaan' as well as 'Chak de! India', teams comprised of members having diverse skills. Coming together and forming a team they complemented each other's skill and getting united they had access to a diverse skill set which was extremely essential for winning! In 'Lagaan', each team member had a unique skill; one of the team members was good at balling while another with batting. One of the team members, being a poultry farmer had expertise in catching hens running on a zigzag way and hence had the potential of serving as a good fielder as well as fielding teacher for the rest of the team members. So, he was taken up as a fielder while another who was a leg spinner was selected for balling. Thus, teaming up individuals with diverse skills led Bhuvan (Aamir Khan) to have a well blended team.

Refer the following illustration of an entrepreneurial team.

<u>Illustration</u>: When Reliance forayed in the retail market it started by launching Reliance Fresh, a chain of retail stores offering fresh fruits, vegetables, dairy products and groceries. The Reliance Fresh team was built with great care to ensure that it turned out to be well blended, equipped with the best mix of skills and expertise. Professionals carrying right skill set and relevant experience were roped in from the industry to fill in the top as well as the middle level positions. An expert in supply chain was selected to head the supply chain operations of Reliance Retail, while a finance expert was appointed to head its commercial operations. Similarly, fruits, vegetables and agro products segments were headed by an agro expert and all HR issues were dealt by an HR professional with substantial experience and expertise in the area!

Similarly, while forming your team to attain your entrepreneurial goal, you also should seek for the <u>best blend of functional expertise and skills</u> to carry out the diverse functions (like finance, marketing and sales, human resource, administration and production or service) for your business enterprise. You will have to form your team by considering the skills and expertise of each member so as to fill in the functional requirements of your business. Moreover, evaluating the strengths and weaknesses of each member would help you in right role allocation and thereby, proper formation of an effective team with complementary skills and resulting synergies!

3. Create a culture of 'Clear Communication'

You should ensure clear communication of the purpose and goals of your business as well as roles and responsibilities of each team member. Moreover, to ensure efficient performance of your team, there should be clear communication among your team members.

<u>Illustration</u>: You must have observed that in 'Lagaan' Bhuvan clearly communicated the team goal which was 'to win the cricket match against the British team'. By showing fellow villagers how their victory in the proposed cricket match against the British army could enable them to be exempted from paying taxes to the British government for three years, Bhuvan emphasised the importance of the their goal and the purpose of the team. He also offered feedback to improve the performance of each team member.

You may also refer the following business illustration.



<u>Illustration</u>: At Dwanit studio, which offered special event photography and video shooting services, each member of the business enterprise was clearly communicated the business's prime goal as well as the respective departmental goals. This facilitated clarity about roles and responsibilities of each member of different departments i.e. commerce, HR and administration, marketing, finance and procurement. Similarly the policies and procedures were also communicated clearly to the team members. Besides, open and clear communication among the team members enabled the team to attain their goal.

4. 'Gain Consensus' to the approach of attaining the team goal

Though challenging, as a team leader you can make your team members feel special by gaining their consensus in your approach of attaining the team goal.

<u>Illustration</u>: In 'Lagaan', on facing resistance from team members for taking up a leg spinner, who was an untouchable, into their team, Bhuvan convinced the team members that if they desired to escape exploitation by winning the match against the British team they required at least eleven players but, were short by one player. As it was critical to play and win, it was necessary to fill the position of the eleventh player which was possible only by adding the untouchable leg spinner.

So you can observe how consensus was sought for the approach of winning the match against the British team. Just as seeking consensus was very challenging for Bhuvan, it may be challenging for you to seek agreement of all your team members, on your approach of attaining the team goal. But, this is important for gaining co-operation from your team members for attaining your team goal.

Let us read the following business illustration.

<u>Illustration</u>: The CEO of Green Farm Manures, an organic manure company, failed to seek consensus among its senior executives on the issue of penetrating the rural market of Gujarat with 'Eco-Green', its new organic manure.

The senior marketing executive argued that since 'Eco-Green' was targeted at poor rural farmers it should be a low priced product. However, senior executives from the purchase and production departments held that the price quoted by the marketing department was too low and hence would have implications on quality of the product and thereby on customer satisfaction. Though the existing disparities seemed relatively smaller, actions of employees who reported to these senior executives clashed when they tried interpreting marching orders from their superiors. The senior executives of production and sourcing department did not strive to seek optimal solutions and the marketing department rolled out an ad campaign highlighting extremely low price of 'Eco-Green'.

Minor differences in view points at the senior executive level sank to the bottom level posing serious threat to performance and hence growth of the company in the rural market of Gujarat.

From the above illustration, you can note the significance of seeking consensus from your team members on your approach in attaining the team goal.



5. Seek 'Commitment and Accountability' from your team

To succeed, you need a committed and accountable team. You would find the following illustrations helpful in gaining insights for creating a committed and accountable team!

<u>Illustration</u>: Recall how the Indian Women hockey team coach Kabir Khan (Shah Rukh Khan) in 'Chak de! India' elicited a sense of commitment and responsibility from each team member towards their common goal of winning the world championship. By strict discipline, tough training and practice sessions, removing personal whims and ironing out the differences, Khan evoked a strong sense of commitment and accountability among the hockey team members, which eventually led to their victory!

<u>Illustration</u>: The Management Information Systems at Astree Garments triggered accountability among its employees i.e. the team members. These systems tracked enterprise wide operations which facilitated in tracing the cause of problems to respective departmental / functional team (i.e. finance, production, marketing and HR) and further to the respective team member/s within the department and thereby helped in resolving the same immediately!

Just like 'Astree Garments' you also need to ensure that your team members act in a responsible manner, are committed and accountable for attaining their respective goals. You can place systems that can trace the failure in attaining team goals to each team member and thereby make your team members more accountable. Incentives and chances of promotions to employees showing excellent performance and high accountability can also be useful.

6. Create an environment of 'Mutual Trust'

As team works towards a common goal, as a team leader you should encourage sharing of information, exchange of ideas with each other so as to support one another. Mutual trust helps interdependence among team members for working towards the team goal/s.

<u>Illustration</u>: Mutual trust of the team members in Indian rural cricket team in 'Lagaan' was one of the major success factors contributing to the success of the team. Bhuvan had trust in each team member's competency and each team member also had trust in Bhuvan's belief that it was worthwhile to assume risk and play the match against the British team to liberate themselves from the taxes for three years.

7. Balance 'Cooperation and Conflict'

Co-operation is the essence of teamwork, without which your team would be paralysed. Through co-operation, members can share their knowledge, skills, information and opinion with one another. Ideas, opinions, matters, presented before an authority by a team hold more weightage than those tabled by a single individual. Moreover, co-operation promotes high morale.

<u>Illustration</u>: You can note that in 'Chak de! India', the eve teasing incident at the McDonald's instilled co-operation and team spirit, triggered unity among the women hockey players and instigated them to jointly fight the eve teasers. The qualifying match against the men's hockey team bonded them closer, induced them to co-operate with one another and eventually made them more confident.



But, you need to note that when two or more individuals work together conflict surfaces as a natural outcome. Conflict within a team can be a hurdle but effective treatment and timely interpretation of conflict can thrash out potential problems for which at times there may be no solution. Moreover, frequent conflicts will lead the team to evaluate its weaknesses, rectify the same and thereby transform into a matured team. Conflict helps clarify pertinent issues such as expectations, roles, future action, feedback and follow-up.

8. Lead your team by motivating your team members

The team leader plays a crucial role in the success of the team. As an entrepreneur and a team leader you will have to instill discipline as well as trust, clearly communicate roles and responsibilities, foster team spirit and elicit commitment with mutual cooperation among your team members, i.e. employees of your business enterprise.

You can offer ample opportunities for small triumphs so that, gradually team spirit is fostered and team members learn the secret of team success. Thus, you can motivate and boost the morale of your team members.

<u>Illustration</u>: Both, Kabir Khan, in 'Chak de! India' and Bhuvan in 'Lagaan' offer exemplary leadership styles.

We would discuss leadership in detail in the second part of this chapter.

9. Monitor your team through 'Periodic Review, Feedback and Corrective Actions'

Periodic checking of your team activities would help you in gauging the strengths and weaknesses of your team and revisit your success strategy. Therefore, this kind of evaluation is a must for effective team work. A feedback of team's performance aids in learning from experience. Performances can be improved after reviews of results are obtained. Every team should be equipped to evaluate its own performance. This can be done either during or after task completion. But you should take care that it is an objective review free from any kind of biases.

Based on such reviews you can generate feedback for each team member as well as the team as a whole and undertake corrective actions for attaining the team goal.

<u>Illustration</u>: You must have observed that in both the movies the team performance was reviewed to offer feedback and as a result the teams witnessed improved performances.

You can also refer the following business illustration.

<u>Illustration</u>: Info services, a knowledge process outsourcing (KPO) company had weekly reporting and feedback system for each member of its functional teams i.e. HR, Marketing, Research and Analytics, Social Media and Accounts. Such a system offered quick feedback to ensure that each and every member of the functional teams moved on the right path and contributed towards attaining their respective team (functional) goals. Moreover, the monthly reporting and feedback exercise of the company offered feedback to each functional department so as to monitor and improve the performance of each department and facilitate it in contributing towards the company's goal.



You can build an efficient and cohesive team to attain your goals by absorbing and internalising the above points.

List three elements common to every team. Write a sentence explaining each of these three elements. 1		SAQ 6.1
2		each of these three
2	1	-
3		-
SAQ 6.2 List and explain briefly the points that will help you in creating and sustaining a cohesive team for your business enterprise. 1		
SAQ 6.2 List and explain briefly the points that will help you in creating and sustaining a cohesive team for your business enterprise. 1		-
SAQ 6.2 List and explain briefly the points that will help you in creating and sustaining a cohesive team for your business enterprise. 1		
2. 3. 4.	List and explain briefly the points that will help you in creating and sustaining	SAQ 6.2
2. 3. 4.	1	-
4		-
4		-
	3	_
	4	-
3.	5	-



6.		 	
7	 	 	
8			
9			

SECTION II LEADERSHIP

6.2.1 Entrepreneurial Leadership

In simple terms, "the capability of an individual in influencing a group of individuals to achieve a common goal in a specific way is termed as *leadership*".

Leadership can either emerge naturally and informally from within a group or it can be an outcome of a formal appointment in an organisation. Let's recall the examples in the preceding section. If you had observed carefully you must have noticed that in 'Lagaan' Bhuvan naturally and informally assumed the role of a leader where as in 'Chak de! India' Kabir Khan was formally appointed as the coach of the Indian women's hockey team. Formally, an entrepreneur is the leader of the organisational team but often acts in informal ways to fulfill dreams and realise vision.

We know that an entrepreneur is a visionary who applies his foresight to bring about a remarkable change in his organisation and thereby, in the economy as well as the society. But, think for a while as to "how does an entrepreneur transform his vision into reality to bring about such a change?"

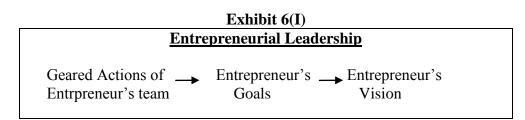
Well, an entrepreneur lays down specific goals and undertakes a planned course of actions to attain these goals thus transforming his / her vision into reality. But, does an entrepreneur realise his /her vision single handed? No! So, how does an entrepreneur realise the vision?



You can stop reading at the moment and ponder for a while on this question and try to find its answer.

Did you find an answer to the above question?

You can find whether your answer is correct or not by reading further. It is the *ability to lead* through which an entrepreneur directs, motivates, steers ahead the organisational team members to realise his or her vision. You would now be able to appreciate the significance of leadership in the entrepreneurial process. **Exhibit 6(I)** depicts the way in which an entrepreneur leads his team towards the organisational goals and thereby eventually realises the vision.



6.2.2 Entrepreneurial Leader

To emerge as a successful entrepreneurial leader you should strive to exhibit the following leadership qualities while nurturing your business.

1. Visionary

A leader has a remarkable sense of vision and realises it by inspiring followers and steering them towards it.

<u>Illustration</u>: Dr. APJ Abdul Kalam, the former president of India envisioned India as a super power and emphasised the critical role of the Indian youth in realising this vision. Sharing his insightful thoughts through his inspiring speeches, books (like 'Mission India: A Vision for Indian Youth', 'India 2020: A Vision for the New Millennium' and 'Ignited Minds') and poems, Dr. Kalam urged the youth of India to unleash their creative potential and motivated them to strive hard to make India one of the four economic powers by 2020.

2. Optimistic: Positive and Confident

Right from the initial stage of their organisational life cycle, entrepreneurial leaders of large enterprises have been confident and positive in their beliefs and their confidence and positive attitude proved to be a vital factor for their success. So, if you aspire for such success you too need to be positive and confident of your business ideas and beliefs.

<u>Illustration</u>: Acting in an optimistic manner, Mr. Dhirubhai Ambani initiated Reliance Industries with textiles and confidently applying novel approaches nurtured it into a large and top business group of India. He was instrumental in creating an equity cult in India.



You can very well understand the importance of being positive and confident.

3. Driven by a constant urge for 'Innovative Idea, Change or Creation'

An entrepreneurial leader has a strong urge for creating a new product, service, process or bringing change in one, more or all aspects of business by doing things better, faster and / or at lower cost and thereby adding value to one's business enterprise, the economy and the society. To bring a positive change, an entrepreneurial leader, displays courage, assumes risks and challenges the conventional rules.

<u>Illustration</u>: Ms. Ela Bhatt created and nurtured 'SEWA (Self Employed Women's Association)', a trade union of the poor, self employed women (labourers / small business owners) from the unorganised sector, with an aim to organise and make them self reliant. *Driven by an urge for a positive change in the position of unorganised women workers in the society*, Ms. Bhatt successfully led 'SEWA' supporting its cause by rolling out its sister organisations – SEWA Bank, SEWA Vimo (Insurance), SEWA Academy, SEWA Ecotourism, SEWA Research and similar other facilitating women in areas like trade, finance, social security, education, livelihood training, IT, art and craft promotion, etc.

Ms. Bhatt was honoured with several awards including the Ramon Magsaysay Award for Community Leadership and Niwano Peace Prize for her contribution to uplift the poor Indian women. Ultimately, Ms. Bhatt's pioneering struggle to seek recognition and respect for contribution of the informal sector women to the economy, gained international recognition.

You can observe how Ms. Bhatt spearheaded the movement to organise self employed women working in the unorganised sector, improved position of women and thereby continued creating a positive change in the society.

4. Evoking Trust

Trust is a fundamental attribute to leadership. It comprises honesty, competence, reliability, loyalty and openness.

<u>Illustration</u>: The informal sector women workers had absolute trust in Ms. Ela Bhatt. Their deep faith enabled them to display a sense of loyalty towards Ms. Bhatt and under her leadership and guidance they continued reaching new milestones.

Mahatma Gandhi, the father of the nation evoked trust among his followers. Setting an example through practicing his principles of truth and non-violence, he successfully led the people of India to independence.

From the above illustration, you can observe that trust commanded by a leader is critical for effective leadership. If trust is broken, it can lead to adverse consequences. If women working in the informal sector lose trust in Ms. Bhatt, they would discontinue following her directions. SEWA activities would be endangered and Ms. Bhatt's vision of women empowerment would never be fulfilled. Hence, you should strive to create an environment of mutual trust in your organisation. Unless you endeavor to win the trust of your organisational team members, you will find yourself unable to lead.



5. Dedicated

An entrepreneurial leader displays overwhelming degree of dedication to the organisation's vision, its purpose and its goal. Persevering with zeal such a leader set an example for others to follow.

<u>Illustration</u>: Mother Teresa dedicated her entire life in serving the poor and the sick with tremendous unconditional love and care. Her remarkable sense of dedication inspired many to take up the path of service to the mankind. She was honoured with the Nobel Peace Prize and was also felicitated with other awards.

5. Assuming Responsibility and Sharing Success

An ideal entrepreneur leads the organisational team by displaying a remarkable sense of responsibility. Since a leader's role is to show the right path and steer the team towards the goal, ultimately the leader is accountable for team success or failure. Hence, if you aspire to be a successful entrepreneur, while leading your employees towards their goal you also should learn to take up responsibility for performance of your team.

<u>Illustration - Assuming Responsibility</u>: Mr. Khanna was the founder and owner of Rajkamal Enterprise, a producer of ceiling fans in Rajasthan. Sensing possibility of a quality problem in ceiling fans, Mr. Khanna immediately probed into the matter. He found that in order to fulfil a bulk order from one of their major clients, the purchase department had placed an order with a new 'bolt' supplier as their regular supplier 'Ratan Bolts Pvt. Ltd' faced a labour strike and was unable to supply bolts within the required time frame. The bolts supplied by their new supplier were of inferior quality and did not match with the samples offered to the purchase department. The inferior quality bolts posed a serious quality problem and threatened the goodwill of Rajkamal Enterprise.

Acting in a responsible manner, Mr. Khanna had a word with the new supplier and convinced him to facilitate a quick replacement of the inferior quality lot and in the meantime communicated the problem to the client requesting a reasonable extension in delivery time with a promise to offer adequate compensation (to be borne by the new supplier) for the same. Thus, displaying a sense of responsibility for the team performance, Mr Khanna facilitated his team and saved Rajkamal Enterprise from losing not only an important client but also its goodwill!

Just like Mr. Khanna you also should assume responsibility for your team's performance. Learning from team failures by analysing its causes, devising success strategy, as a leader you should ensure that eventually, your team attains its goals.

A true leader passes the credit for positive performance to the team. Your success is an outcome of the hard work and sincere efforts of your team. Hence, to be an effective leader you should share your success with your team members and give them due credit for the same.



<u>Illustration – Sharing Success</u>: On being felicitated with the *Bharti Entrepreneur of the year award 2010* at the Ahmedabad Management Association (AMA), Mr. Dilip P. Joshi, the founder of Shree TNB Polymers Ltd, Silvassa, passed the credit of winning the award to his team members i.e. his employees and requested his colleagues present on the occasion to join him on the dais to share the award!

You should note the excellent way in which Mr. Dilip recognised his team's effort. Such a gesture would help him in better bonding with his employees and foster team spirit among them. You also should develop this quality for effective leadership.

6. Warm and Friendly Communication with Team Members

You must have noticed that one of the major characteristics of a successful leader is that he or she is capable of communicating in a warm and friendly manner with his team. This helps in promoting an open and healthy work environment, where employees have clarity about vision, mission and goals and find their leader approachable.

<u>Illustration</u>: Mr. Patel, director of Varun Graphics, Ahmedabad had developed a good rapport with his employees and hence they found him approachable. This promoted an open and healthy work environment across the business enterprise.

7. Opportunity Seeker

An entrepreneurial leader desperately seeks opportunities and is able to identify and tap opportunities which may not be visible to others because at times such opportunities exist amidst adversities. Moreover, he or she is able to creatively allocate resources to avail such opportunities.

<u>Illustration</u>: In chapter IX, the case of Mr. Tulsi Tanti offers a good example of an opportunity seeker. Poor power supply and soaring power costs in his textile business led Mr. Tanti to tap the opportunity of wind energy and initiate Suzlon Energy Ltd. and under his leadership Suzlon finally emerged as a major wind turbine manufacturer in the world.

It is very interesting to observe how he visualized the potential business opportunity in wind energy and thereby, turned around the 'power threat' in his textile business into a lucrative business opportunity!

You can imbibe this quality by forming a habit of closely monitoring (tracking news and events in business and industry) and analysing your business environment and acting in a 'proactive' manner.

8. Impatient to put the Plans into Action

An interesting characteristic of an entrepreneurial leader is that he or she is desperate to execute plans by putting the same into actions and hence has an element of urgency to induce actions from the team members.

<u>Illustration</u>: Mr. Amit Desai, founder of Infobeam Paints, led his team with a mission mode. He used to share an example for his urgency in implementing plans. While pursuing engineering his project assignment was rejected in spite of having spent three months on it. Having some gaps the assignment was not found satisfactory. But when Amit set off on a



mission mode he could successfully complete the assignment within five days and finally it was accepted. Hence, he believed that unless work is undertaken on a mission mode the goal cannot be attained within the time frames.

So, when you initiate your business enterprise keep this in mind and strive for swift actions from your team! This is important because the environment is changing at a very fast pace and if you are not agile, you lose the game!

9. Skilled Decision Taker

Entrepreneurial leader possesses the ability to sufficiently reduce uncertainties and doubts about various available alternatives and thereby facilitate a reasonable choice and undertake prompt decisions for swift actions and fast results.

<u>Illustration</u>: Ms. Aruna Roy's had a passion to serve the society. She had two choices, either continue serving the society as a government appointed I.A.S. (Indian Administrative Service) officer or directly serve the society. Ms. Roy decided to resign from the I.A.S. with an objective of offering social services. Ms. Roy displayed her decision making skills by forming Mazdoor Kisan Shakti Sangathana, a Rajasthan based non-party people's process striving towards a just and equitable society and later spearheading the RTI (Right to Information) movement to empower the people.

If you do not possess this quality you can start by practicing with your personal decisions. It will make you feel confident and gradually you will be able to refine this skill.

10. Delegating, Directing and Motivating towards the Goal

Rather than looking into each and every task an entrepreneurial leader delegates responsibility to the right members of his team and then inspires and encourages his or her team members to strive towards their goals. So, you need to develop the ability to delegate tasks and responsibilities to your team members and motivate them to perform.

<u>Illustration</u>: Mr. Jamnadas, founder owner of Fine Ceramics did not rest by merely delegating responsibility to his team members, but also kept on directing, guiding and motivating them through incentives, recognition and annual best performance awards. Successfully leading his team towards the goal he steered his enterprise to emerge as one of the best industry players.

	SAQ 6.3
List the characteristics required to become a successful entrepreneurial leader.	



6.2.3 Case Studies in Leadership

Dr. Vikram Sarabhai The Great Indian Scientist, Entrepreneur and Leader

A visionary, a leader, an innovator, an entrepreneur and a great scientist, Dr. Vikram Sarabhai, hailed as the father of the Indian space program, made an exceptional contribution in the making of India!

Dr. Sarabhai's immense sense of initiative led him to establish several institutions and thereby contribute towards the development of diverse fields. Setting up about eight new companies comprising Sarabhai Glass, Symbiotics Ltd, Sarabhai Merck Ltd and the Sarabhai Engineering group he undertook the management of additional two companies, including Standard Pharmaceuticals., Ltd, a pioneer in mass production of penicillin in India.

He had deep interest in the areas of space science and cosmic rays. A firm believer that science had the power to transform lives of the masses; he convinced the government about the significance of a space programme for a developing nation like India and established the Indian Space Research Organisation (ISRO), one of his most remarkable feats. His devotion to the space science led to the launch of Aryabhatt, India's first satellite.

A leader with tremendous vision, Dr. Sarabhai along with Ahmedabad based industrialists co-founded the Indian Institute of Management at Ahmedabad (IIM-A). He also set up the Physical Research Laboratory, the Ahmedabad Textiles Industrial Research Association (ATIRA) to aid textiles businesses, the Center for Environmental Planning and Technology (CEPT), Community Science Centre (now known as the Vikram Sarabhai Community Science Center), the Blind Men Association and the Nehru Foundation for development in Ahmedabad. He is also credited for



setting up the 'Operation Research Group', the nation's first market research organisation. Truly, India owes a lot to Dr. Sarabhai!



Dr. Kiran Bedi Retired IPS Officer & Social Leader Navjyoti, India Vision Foundation, www.saferindia.com

An icon of heroism and dynamic social leadership, Dr. Kiran Bedi's (Dr. Bedi's) innovative approach in facing challenges of rising crime rate, drug addiction and ailing prisons made a mark in the

administrative as well as the social spheres!

Dr. Bedi hailed from a landlord family in Punjab. Her keen interest in tennis backed with strong dedication led her to bag the national as well as the Asian tennis titles. Dr. Bedi acknowledged that the game enabled her to imbibe qualities like fair play, team work, focus, fitness, hard work and performance under stress, which proved to be very valuable for her. Having pursued B.A. in English (Hons.) from the Government College for Women at Amritsar and topped in the Master's degree in Political Science from Punjab University at Chandigarh, Dr. Bedi commenced her career as a lecturer in Political Science at Khalsa College for Women, Amritsar and later joined the Indian Police Service (IPS).

Driven by strong sense of determination and earnest efforts, Dr. Bedi became the first women police officer of the IPS and eventually led the Police contingent at the Republic Day Parade³⁹. Dr. Bedi exhibited extraordinary performance during extremely challenging assignments comprising the Traffic Commissioner of New Delhi, the Deputy Inspector General of Police in the insurgency prone area of Mizoram, Advisor to the Lieutenant Governor of Chandigarh, Director General of the Narcotics Control Bureau, Civilian Police Advisor in the United Nations peacekeeping operations and Director General of India's Bureau of Police Research and Development. While serving under the Indian Police, Dr. Bedi simultaneously pursed a degree in law from Delhi University later followed by Ph.D. in 'Drug Abuse and Domestic Violence' from the Indian Institute of Technology, Delhi.

Dr. Bedi displayed incredible leadership qualities during her stint as the Inspector General of Prisons at the Tihar Jail, Delhi. An ability to empathise with convicts along with her positive attitude and winning spirit led her to envision and execute reforms aimed at not only creating a peaceful and harmonious environment in the prison but also in rehabilitating the convicts, steering them towards better livelihoods and thereby, better future. She inculcated *spirituality and human values* amongst the undertrials and convicts through yoga and 'Vipassana', an ancient form of meditation which transformed the destructive and deviated mindsets of the prisoners and made them confess that they had become better human beings. Dr. Bedi introduced *literacy programme* for illiterate inmates and established centers of Indira Gandhi National Open University and National Open School for *higher education programme*. While *employment opportunities* were generated by offering vocational training with help of NGOs and local entrepreneurs, a bank for depositing prisoners' earnings was opened in the jail. *Prison governance* was improved by a number of innovative measures comprising the following: deaddiction facilities, mobile petition boxes - an innovative feedback system for prison governance,



mobile canteen, panchayat system for internal self management and prisoners' participation, children's crèche, mobile library, art & culture groups, computerised enquiry, sports programmes, prison bulletins, patient prisoners care, seminars by prisoners and festival celebrations. The success of 'Vipassana' in Indian prisons found its way in the prisons of Taiwan and the United States. In recognition of her humanitarian approach to prison reforms and constructive policing, Dr. Bedi bagged the Ramon Magsaysay Award and also received an honorary degree of Doctor of Law.

To resolve the problems of the underprivileged masses and to ensure preventive policing and community welfare, Dr. Bedi founded two voluntary organisations, 'Navjyoti' & 'India Vision Foundation' and also initiated 'www.saferindia.com' with an aim of helping citizens of India in registering on-line complaints when their complaints were not accepted by the local police.

Dr. Bedi took voluntary retirement from the IPS. Hosting 'Aap Ki Kachehri' on Star Plus she offered legal counseling services to resolve problems of Indian families approaching her on the television court. She has been felicitated with several awards for setting an example in community leadership and policing reforms.

	SAQ 6.4
1. Carafully study and analyse the above cases and briefly express your key learning	
1. Carefully study and analyse the above cases and briefly express your key learning.	



2. Citing an example of a successful entrepreneurial team, analyse the reasons for its success.
(i) Example of successful entrepreneurial team:
('') P
(ii) Reasons for success:



3. Citing an example of a business enterprise which failed analyse the reasons for its failure. As the leader of this business enterprise how you would have avoided such a failure.
(i) Example of failure of a business enterprise:
(ii) Reasons for failure:
(iii) As a leader, your approach to enhance performance of the business enterprise:



Let's Sum Up the Chapter

Dear Learner

Let's revise section I of this chapter.

You have studied the significant role played by a team in success and growth of an enterprise. When professionals and field experts from diverse fields come together and collectively work towards attaining a common goal they form a *team*. Activities, interactions and sentiments are the three basic elements through which a team works towards its goals.

We also studied in detail with help of examples that how you can build and sustain a cohesive team by identifying 'a common goal'; carefully selecting your team members based on their skills, strengths and weaknesses; ensuring clear communication, consensus, commitment, accountability and mutual trust among your team members; motivating them and monitoring your team through periodic review, feedback and corrective actions.

Now we shall proceed towards revision of section II of this chapter.

As an entrepreneur you need to lead your team towards your goals and eventually realise your vision. An entrepreneurial leader has remarkable vision, is optimistic – positive and confident, is driven by an urge for an innovative idea, change or creation, evokes trust, displays dedication, assumes responsibility and shares success, communicates in a warm and friendly manner with the team, is impatient for executing plans, skilled at taking decisions and delegates, directs and motivates the team towards the goal. The chapter end case studies offer insights into leadership.



Possible Answers

SAQ 6.1

The following three elements are common for a team:

- 1. Activities
- 2. Interactions
- 3. Sentiments

SAQ 6.2

The following points should be considered while creating and sustaining a cohesive team for your business enterprise.

- 1. Identify a 'Common Goal' for your team
- 2. Select your team members by careful evaluation of 'Skills, Strengths & Weaknesses'
- 3. Create a culture of 'Clear Communication'
- 4. 'Gain Consensus' to the approach of attaining the team goal
- 5. Seek 'Commitment and Accountability' from your team
- 6. Create an environment of 'Mutual Trust'
- 7. Balance 'Cooperation and Conflict'
- 8. Lead your team by motivating your team members
- 9. Monitor your team through 'Periodic Review, Feedback and Corrective Actions'

SAQ 6.3

The following characteristics are required to become a successful entrepreneurial leader:

- 1. Visionary
- 2. Optimistic: Positive and Confident
- 3. Driven by a constant urge for 'Innovative Idea, Change or Creation'
- 4. Evoking Trust
- 5. Dedicated
- 6. Assuming Responsibility and Sharing Success
- 7. Warm and Friendly Communication with Team Members
- 8. Opportunity Seeker
- 9. Impatient to put the Plans into Action
- 10. Skilled Decision Taker
- 11. Delegating, Directing and Motivating towards the Goal





Chapter VII Making of an Entrepreneur Part 4: Goal Setting

"Arise, awake and stop not until the goal is reached!"

Swami Vivekananda Indian Spiritual Leader, Reformer, Missionary and Founder of the Ramakrishna Mission

Chapter Contents

- 7.1 Incredible Power of the Human Mind
- 7.2 Crystal Clear Purpose
- **7.3 Goals**

The aim of this chapter is to:

 Offer an conceptual understanding about goals and their importance in different spheres of life

Objectives:

On completion of this chapter, you will be able to:

- Understand the power that the human mind possesses
- Understand what exactly is 'purpose'
- Have clarity about goals, goal setting process and importance of goals both, in the entrepreneurial process as well as your life



7.1 Incredible Power of the Human Mind

Each of us has a dream. And we wish to achieve amazing results in whatever we do or dream about. Majority of the students enrolled in this entrepreneurship programme have the dream of becoming highly successful entrepreneurs and earn fame along with money. While addressing the eleventh convocation ceremony at the EDI (Entrepreneurship Development Institute of India), Dr. Vijay Mallya, the highly celebrated business tycoon heading the United Breweries group rightly remarked that "each human being is equally capable and every single individual has the potential to succeed provided, the individual in question strives to unleash his or her potential!"

So in order to achieve great results, you need to tap the incredibly potent tool that is always at your disposal - your mind. Our thoughts possess the power to influence our actions. Sri Aurobindo held that our thoughts possess the power to be transformed into reality. Events that occur in our lives are the outcomes of our thoughts. So, if our mind thinks about failures, our energy and power tend to focus on failure thoughts and transform the same into reality. And the same holds true for success thoughts. So if we have positive attitude and think of victory and success, our thoughts make us work towards success and we win. The unbelievable power of the subconscious mind has gained acceptance. Dr. Murphy, in his book 'The Power of Your Subconscious Mind', describes how every single thought of our conscious mind is transformed by our subconscious mind into reality. So if we keep thinking about failures, we would definitely fail but, if we are positive and think about success we would succeed, irrespective of obstacles. According to Dr. Murphy through the power of our subconscious mind it is possible to achieve everything in life. We only need to tell our minds where we want to go and what we want to achieve and our subconscious mind would take us there. And if we add our determination and commitment to such power, nothing can stop us from attaining success. Isn't it a simple formula to success?

Are you crystal clear about what you want from your life?

But, can you attain success without knowing what you want? No. You cannot be successful unless you are clear about what exactly you want. So, ask yourself, "What do I really want from my life?" "What do I wish to achieve?" "What are my dreams?"

Be honest to yourself and ask yourself, are you crystal clear about what you want from your life? Well, if yes, nothing can stop you from achieving anything that you wish. But, if you do not know your destination, how would you reach there?

Read the following dialogue between the Cheshire cat and Alice excerpted form the famous fiction Alice's Adventures in Wonderland by Lewis Carroll.

Alice is at cross roads and is seeking guidance.

Alice: "Would you tell me, please, which way I ought to go from here?"

Cheshire cat: "That depends a good deal on where you want to get to." Alice: "I don't much care where..."



Cheshire cat: "Then it doesn't matter which way you go."

Are you also like Alice? Are you also living your life passively? Well, this is the problem with most of us. We live our lives without reaching out to unleash our full potential. This is because we lack an aim and without an aim, life just slips away like sand particles slipping through our fingers – often it's too late to unleash our potential and make the best use of opportunities and do something significant with our lives. What a waste!

7.2 Crystal Clear Purpose

Eminent Personalities led their lives with a definite purpose: Charlie Chaplin's purpose was "to entertain people and make them feel happy". Authors of the chicken soup series, Jack Canfield and Mark Victor Hansen's purpose of life is "to empower, educate, entertain and enlighten people". The purpose of Mother Teresa's life was "service to the poor and the sick". Mahatma Gandhi's purpose was "to attain independence for India through principles of non-violence". Have you ever wondered as to "what is the *purpose* of my life?"

An individual may have hundreds of goals, but the purpose of life is single. Once the purpose is clear, all efforts can be focused on it. Having a clear purpose and working towards it is what gives true meaning to our lives. A goal, without a definite purpose, is meaningless. The purpose should be crystal clear before initiating the goal setting process.

'Why?' gives THE PURPOSE
'What?' gives THE GOAL
'How?' gives THE ACTION STRATEGY

'Why?' is our purpose or the reason for doing any activity. It helps us in understanding the rationale of all that we wish to do. It determines what we want to do or what our goals are. And our action plan and strategy serve as the means to achieve our goals. It answers the 'How' Give it some thought immediately. Ask yourself: "Am I already aware of the major purpose in my life, or do I need to give it some thought? Please define your purpose, goal and strategy, right now!"

However, simply having a purpose in life is not enough. Once you are clear about your purpose, you require sheer determination to make it definite, so definite that you leave no way to back out. Let us explain this concept with the help of a story.

Once upon a time, a great warrior was about to send his men to fight an army which was much larger in number as compared to his men. He knew that the opposing army was strong enough to defeat them easily. However, he was also aware that a high morale of his men along with their strong resolve to win could serve as a better determinant of success. In order to make sure that his soldiers were absolutely determined to win, he devised a strategy.

He took his soldiers to the enemy's territory in boats. Once the men had unloaded their weapons and other equipments, he ordered the boats to be burnt. Then he turned towards his soldiers and said, "You see the boats going up in smoke." He explained his soldiers that since they had no boats left unless they won they would be unable to go alive from that place! He stated: "We now have no choice. We either win – or, we perish."



And they won!

You should have such a burning desire to accomplish your purpose that you leave no doors open to retreat.

Decide your purpose actively

'I am the master of my soul, the captain of my ship'

William Ernest Henley, The English poet, critic and editor

You don't need to fret over the past. No matter where you are today, you can acquire control of your life, now. One is never too old, too busy, too dumb, or too pressured to start turning one's life into a productive, meaningful and happy one. It's never late to do something worthwhile in our lives. 'Better late than never!' You can dream and strive to turn your dreams into reality. You can take your life ahead from wherever you are right now, at this very moment because; you have been endowed with a human mind. To be able to use your mind to its fullest, your first step is to actively decide what you wish to achieve in life: to be *crystal clear* about the *purpose* of your life.

Highly acclaimed leadership guru Robin Sharma has rightly stated: "If you don't act on life, your life will act on you." If you don't take control of your life through your goals, life will just slip away aimlessly and one day you will feel "Oh! What have I achieved in my life?" Hence, act now, at this very moment! Unleash your inner potential! Determine your life's purpose and set your goals.

7.3 Goals

Goal is the *immediate destination*. It is where you want to reach. Once your purpose is clear, you need to clearly set your goals. Life without definite goals would be akin to embarking on a journey without any specific destination!

Be it work place, homes, shopping malls, schools and colleges, clubs and so on, today we have become so dependent on technology and electricity that the latter's absence makes us feel crippled! But just think, what would have been the situation if Thomas Alva Edison, the inventor of the light bulb, had not felt an urge to set up a goal to invent a lamp which could be operated without oil? Well, if he had not set up this goal, and not backed it with strong determination and passion, we would probably have never known the wonders of electricity. Edison was clear in his goal and so tirelessly pursued it despite repeated failures!

So, tell yourself clearly what exactly you want from your life. Define your goals with thorough clarity. And if you have not established any goals so far, your first goal is to set up goals. Not one, not two, but many. Let these goals encompass your entire life span. Let them cover every single area of your life, every simple thing that interests you, everything that is important to you and gives meaning to your life. (NOTE: However you can focus only on a single goal at a given



point of time. So you need to prioritize your goals by identifying the most important goal and strive hard to attain it.)

The Goal Setting Process

You will find the following steps useful in setting up productive goals for your life:

Step 1 Defining clear goal and strongly focusing on the goal

Start with the *end* in mind. See where you are right now and where you wish to reach, and accordingly set up your goal to bridge the gap between you and your goals.

Ask yourself right now: "What exactly do I want to accomplish? Where do I wish to reach in probably the next year, next five years, the coming ten years, twenty, thirty,...by the end of your life. How do I desire to be remembered?

A goal should be <u>specific</u> as exemplified below:

Rather than "What new heights do I wish to scale in my business / venture?" it should specifically state "During the next five years, I will attain and sustain earning growth rate of at least 5 percent per annum in my business."

Instead of "In the years to come, the textile company would explore new business areas" it should state "Within next two years, the textile company would embark on its organic growth path through backward integration into cotton production."

You should always aim high and not allow yourself to inhibit your dreams and aspirations. Allow your imagination to soar up. Think about success. Think about wealth. Each human being is capable of achieving far beyond his or her perceived individual capabilities. Let us try to learn from the achievements of eminent personalities as to how they unleashed their potential.

A great example of the power of thinking big and achieving through one's goals is Muhammad Ali. Despite being a black born in utter poverty and son of a billboard painter Muhammad Ali became the first boxer to win World Heavyweight Championship thrice. He has been considered the finest boxing champion. He always claimed 'I am the greatest' and eventually he became that. When asked about his success factor he claimed, "My goals keep me going!"

During his early years, if he would have given words to his dreams, people would have either laughed or been extremely concerned about his mental stability. But eventually he became the strongest and fastest boxer and won several championships, honors and medals. He has given the world many historic boxing matches; tournaments which earned him the nickname 'The Greatest' and this proved that nothing in this world can be as powerful as a mind which is determined to win despite every odd.

In the Indian context, we are aware about the rags to riches story of Dhirubhai Ambani. In spite of not having acquired formal business education his strong vision led him to lay the foundation of Reliance Industries, which created an equity cult in India and became the first Indian company to be featured in the Forbes 500 list. It was his strong sense of self belief and winning attitude which led Dhirubhai to aim high in his life and emerge as a highly successful entrepreneur of the twentieth century.



Always bear in mind that once you have identified your goal you should be strongly focused on it. Just as prince Arjuna concentrated only on the bird's eye while aiming to hit the eye of the bird, you also should fully focus only on your goal. It is necessary that you focus on a single goal at a time. If you try to attain more than one goal at a time, you will be unable to attain any of your goals.

Step 2 Disciplining yourself: Setting a time bound goal

Ask yourself: "What is the time frame within which I want to accomplish my goal?"

Before you set a time limit for you goals, keep in mind that each goal has its own time frame within which it would materialise. No matter how much you water a plant, it will grow at its own pace. The same holds true for goals too.

Remember, based on the time required to attain a goal, goal can be classified as follows:

- Short term goals: These are the goals that you will be able to achieve within a short span of few months.
- Long terms goals: These goals can be achieved over a period of time five, ten, fifteen or twenty years

Identify whether your goals are short term or long term in nature and assign time frame to your goals.

Timing goals is a crucial step because in absence of a well defined time frame, goals will be mere wishes. Unless one knows the time limit within which a goal is to be attained, one would not initiate the first step towards it. Hence, make your goals <u>time bound</u>. And keep this time limit <u>workable</u>, expecting neither too much nor too less from yourself. While setting a time limit, keep in mind your <u>abilities</u>, <u>present scenario</u>, <u>financial back up and other factors</u> which can influence achievement of your goal.

Step 3 Writing your goals

Create a 'Goal Diary' for yourself. Write down every possible goal that comes to your mind in it, in clear, positive statements as shown below.

	Goals	
1		
2.		
3.		

Set goals for every area of your life: personal, professional, educational, financial, social, entertainment, and so on. You can decide your own categories. This would ensure your overall development and growth.



While writing the goals, make sure that they are *challenging*. Your goals should be <u>attainable but</u> <u>not very easily</u>. Unless the goals are competitive enough to drive you, you will not be charged up to try and achieve them. Let me explain this to you further with the help of the following example.

We have all heard the famous fable called 'The Hare and The Tortoise'. The story goes something like this: In a jungle there lived a Hare and a Tortoise. The Hare could run very fast and was extremely proud of his ability to beat anyone in a race. One day the Hare made fun of the Tortoise and his slow walking speed. Reacting with resentment the Tortoise challenged the Hare to participate with him in a race. At the time of the race, the Hare being overconfident of emerging as the winner, stopped midway and went off to sleep. On opening his eyes he realised that the Tortoise had won the race while he was asleep.

In his book 'Give Me Back My Guitar', Pothraju Ravindra has given a slightly extended version of this story. After loosing the race, the Hare, thought as to why he lost the race. He reflected: "Even though I am so good at running, why did I lose?" and eventually realised that he lost because he accepted to do something which was not challenging enough for him to make some sincere effort. Hence, the Hare became complacent and went off to sleep midway. Even if the Hare had won the race, it would not have been a satisfying experience for the Hare, because, the achievement of something which one already knows is easily achievable is not quite rewarding. Realising this, the Hare learned that it is not advisable to opt for any easy to attain goals or tasks because such goals failed to offer a sense of achievement. Similarly, if we set easy to attain goals for ourselves, we would never have the urge to make the effort towards our goal. Even if we attain such a goal, it would neither satisfy us nor strengthen our sense of self. Hence, it is important to set challenging goals that best unleashes your potential.

On the other hand, setting goals which are impossible or nearly impossible to achieve will also be meaningless. Don't be tempted to set up goals that are far beyond your capabilities. Keep them pragmatic.

Having written your goals, you need to <u>prioritize</u> them. Mark them as urgent, important or not so important. This would help you to focus all your resources for your most important goal.

Step 4 Sub goals: Deciding the smaller steps you need to take so as to achieve your goal.

Break up your goal into sub-goals i.e. <u>smaller targets</u>. Decide for yourself a step by step systematic planning process for achieving your goals. (We would discuss systematic planning in detail in chapter VI) Have sub goals to attain your goal.

A step by step approach to your goal would facilitate you in monitoring your goal attainment process and also help you in evaluating your plans. Such an approach would offer you a better picture of what is hindering your progress and what modifications are required to reach your goal.

For example a sub goal can be - What sort of changes I need to bring in my organisation to attain my goal of expanding into global markets?

Step 5 Self-monitoring: Honestly evaluate your progress.



Keep checking your progress on your goals from time to time. In case there is no or little progress, think about it, contemplate 'why?' it is so. You might need to evaluate your strategies and reframe the same. You should also try to find out potential threats you face in attaining your goals and devise strategy for dealing with the same.

Step 6 Victory: Attaining your goals!!!

Once your goal has been achieved, don't cross it off. Write 'VICTORY' in clear bold letters against it. This will give you a positive feeling and help you achieve your goals further.

And don't forget to keep adding more and more goals to your 'Goal Diary'.

Determine a definite purpose for your life and write it down:

Determine a definite purpose for your me and write it down.	
The definite purpose of my life is to	_
	_
	SAQ 7.2
List at least ten areas in which you would like to set goals to improve your current Some of the areas are given below. You can add more areas as per your requirement.	position.
Area # 1 Education	
Area # 2 Career	
Area # 3 Wealth	
Area # 4 Family	
Area # 5 Pleasure	
Area # 6 Community Service	
Area # 7 Environment	
Area # 8	
Area # 9	



Area # 10	
_	

SAQ 7.3
Now in each area of improvement decided by you, write down various goals with the help of the following format:-
Step 1. What do I want to accomplish (in each area)?
Step 2. By when do I expect to attain it? (Set a date)
Step 3. Goal Statement
I will
by
Step 4. I need to take the following steps in order to reach my goal: a
b
c
Step 5 . I will assess my progress in attaining my goals by:



Let's Sum Up the Chapter

Dear Learner

You can go through the main points of this chapter which are as follows:

- 1. Always remember that human mind has incredible potential. Hence, you are capable of generating wonderful results.
- 2. The purpose for any task should be crystal clear before initiating the goal setting process.
- 3. Always remember 'Why?' gives THE PURPOSE, 'What?' gives THE GOAL 'How?' gives THE ACTION STRATEGY
- 4. While setting your goal you need to undertake the following steps:
 - Step i Defining clear goal and strongly focusing on the goal
 - Step ii Disciplining yourself: Setting a time bound goal
 - Step iii Writing your goals
 - Step iv Sub goals: Deciding the smaller steps you need to take so as to achieve your goal.
 - Step v Self-monitoring: Honestly evaluate your progress.
 - Step vi Victory: Attaining your goals!!!





Chapter VIII Systematic Planning

"Have a bias toward action - let's see something happen now. You can break that big plan into small steps and take the first step right away."

Indira Gandhi, Former Prime Minister of India

Chapter Contents

- **8.1 What is Systematic Planning?**
- **8.2** The Need for Systematic Planning
- 8.3 Components of Planning
- 8.4 Steps in Planning

The aim of this chapter is to:

Offer insights in the area of systematic planning

Objectives:

On completion of this chapter, you will be able to:

- Understand the systematic planning concept and appreciate its importance
- Gain knowledge about varied planning components
- Understand the steps in planning



A successful entrepreneur is always an effective manager. To be an effective manager you have to be a systematic planner. This is one of the important competencies required for a successful entrepreneurial career. In this chapter, we shall briefly explain you various aspects of planning like its meaning, relevance, types and steps.

8.1 What is Systematic Planning?

In simple terms, systematic planning is developing and using logical, step-by-step plans to reach the goal. It is possible by undertaking the following steps.

- Setting up your goal / objective / target
- Evaluating available alternatives and making a choice of the best alternative
- Developing plans to attain your goal / fulfill objective / achieve target
- Breaking down the plan into tasks / and sub-tasks
- Executing
- Monitoring performance and making midterm changes if required

Planning has been defined as the most basic managerial function. It involves determining your purpose, setting up your goals / objectives followed by an evaluation of varied available alternative ways to attain your goals and objectives. While evaluating the available alternatives, you should keep in mind your resources and select the alternative which would enable you to attain your goal in the most favourable manner. You then need to develop a plan for working on the selected alternative and divide your plan into tasks and sub tasks, work as per your plan, monitor performance and if needed, make changes in your plans.

8.2 The Need for Systematic Planning

We said earlier that to be a successful entrepreneur you have to be an effective manager. But, what do you think would be your biggest constraint as a manager? Would it be capital, finance, material resources, machinery, and property or would it be human resources? Besides these there could be many more factors that can constrain your growth but the most important of all may be your time. Can you ever have enough of it? There are only 24 hours in a day, 7 days in a week, 52 weeks in a year and a limited number of years for building up your career. Can you produce time? If you are not careful, it would just slip away. Remember, moments lost can never be brought back!

To become a successful entrepreneur you have to be a good problem-solver, and you should solve your problems in a systematic manner. You should always be aware of the fact that your time is precious and so without wasting it in trials and errors you will have to adopt a logical step-by-step approach to your problems. These are some of the reasons why a systematic approach to getting things done becomes a pre-requisite for a successful entrepreneurial career.

Systematic planning, an intellectual process requires a conscious determination of a course of action to attain the goal. Such a planning bridges the gap between where you stand and what you desire to achieve. Paving the road ahead, systematic planning guides your actions towards your goals. However, it is important to understand that your predictions can go wrong as external



factors which are beyond your control may interfere with the best-laid plans. The environment is dynamic and hence you need to have a mechanism of *contingency plans* for addressing issues that would crop up in future and hinder you from attaining your goal. Successful entrepreneurs never leave events to chance. They believe in their ability and efforts.

8.3 Components of Planning

You should note that in order to fulfil their dreams and realise their missions successful entrepreneurs undertake prudent planning followed by effective execution. An aspiring entrepreneur like you often perceives setting up of an enterprise as the prime objective. But, you would be required to deal with several components related to planning. Let us examine these components.

Mission

Mission is the fundamental reason, the prime purpose for the existence of an enterprise and gives a clear picture of the long term commitment of the enterprise. For example, the purpose of your business enterprise could be production and distribution of goods and services. You would accomplish it by undertaking various activities, pursuing clearly defined directions and thereby achieving your goals. Thus, you would be accomplishing the purpose of your business enterprise.

Objectives

Objectives are the ends towards which your activity is aimed. Enterprise objectives influence its plans. While a business enterprise has specific objective, a department within the enterprise may also have its own objectives. For example, the objective of a T.V. company might be to make certain profit, while the objective of its production department might be to produce the required number of T.V. sets of given design and quality, at a given cost and within a stipulated time.

Strategies

The term 'strategy' has a competitive implication. It is used to reflect broad areas of operations for an enterprise. It can be said that it refers to general programmes of action and deployment of resources to attain comprehensive objectives. For example, a strategy might include formulation of major policies such as taking decisions whether to market directly or through distributors. Thus, strategies furnish a framework of guidance and thought processes.

Procedures

Procedures establish a required method of handling activities. They are, in fact, guides to action rather than to thought process and they explain the exact manner in which certain activities must be carried out. They are required sequential actions. For example, if you own a manufacturing business, the procedure for handling orders will involve the departments of sales, finance, accounts, production and transportation for various specific activities, in a certain order.

Rules

Rules are specifically required actions. These are the simplest plans. Rules are different from policies or procedures. Unlike procedures, they guide actions of controlled behaviour without specifying a time sequence. For example, as the head of your enterprise or organisation you may prohibit smoking in your office and this becomes a rule. Rules are reflections of a managerial decision about what must or must not be done.



Programmes

Programmes are complex goals, policies, procedures, rules, task assignments, steps to be taken, resources to be employed and other elements necessary to carry out a given course of action. They are normally supported by budgets. For example, you may plan a 5-year programme to improve the skills and status of your employees.

Target

In simple terms, target is something that is aimed at. In a rifle shooting competition the rifle shooter focuses his attention at the central point which he aims to hit. His target is the central point.

Target is the step that takes you towards your goal. It denotes intended, attainable and specific quantity or objective.

Time Frame

Time frame refers to the time period during which something occurs or is expected to occur. It denotes the anticipated time period that is earmarked for carrying out a particular action or varied activities of a project.

Budget

A budget plan is a statement of expected results expressed in numerical terms. It may be referred to as a 'numerated' plan. A budget may be expressed either in financial terms or in terms of labour hours, man days, units of product, machine-hours, or in any other numerically measurable term like expense budget which deals with operations. Capital expenditure budget is a budget which deals with capital outlays and a cash budget is a budget which deals with cash flows.

By now, you must have gathered an idea that all these plans are necessary for your business. So, if you set up your enterprise and wish to run it successfully, make all relevant plans systematically. For this, you need to follow certain steps which are described in the next section.

8.4 Steps in Planning

Although steps in planning are subjective and influenced by the nature and type of a particular plan, there are some steps which are practical and have a general application. Refer **Exhibit 8** (I).

Exhibit 8 (I) Steps in Planning

- 1) Developing plans
- 2) Breaking down the large task into small sub-tasks
- 3) Identifying alternatives
- 4) Comparing alternatives in light of goals sought
- 5) Choosing an alternative



- 6) Detailing actions
- 7) Anticipating obstacles
- 8) Taking action
- 9) Monitoring and feedback own and others
- 10) Reworking

Step 1: Developing plans

This is the starting point of your planning. For developing plans it is necessary for you to have a clear idea of your goal. Once you are clear about your goal i.e. your immediate destination, you need to work out how you would reach your destination. You should ask your self "what actions would be required to attain my goal?" and "what would be the time period within which these actions need to be undertaken?"

Step 2: Breaking down the large task into small sub-tasks

The second step is to break down a large task into small sub-tasks. This will make your task easier and manageable. As an entrepreneur, your major task may be production and distribution of goods but this will be difficult to achieve unless you break it down into small sub-task like:

- i. obtaining information regarding rules, regulations, policies and subsidies provided by the government for setting up an enterprise
- ii. identifying product for production
- iii. finding out an availability and cost of raw material
- iv. arranging land for factory / office / showroom
- v. Inquiring and acquiring suitable technology and machinery as per requirement
- vi. setting up machinery / infrastructure
- vii. recruitment, training and placement of personnel
- viii. assessing market and the volume of sale
- ix. costing of product-price
- x. studying socio-political and economic environment
- xi. being aware of and adapting new technology and thinking and taking actions for expansion and growth.

Step 3: Identifying alternatives

Your next step in planning is to search for and examine alternative courses of action. You must keep in mind that for almost all plans reasonable alternatives exist and quite often an alternative that may not be obvious, prove to be the best. In some cases there may be too many alternatives, but as a planner your task is to make a preliminary examination in order to discover the most fruitful possibility.

Step 4: Comparing alternatives in light of goals sought

After seeking out alternative courses and examining their strengths and weaknesses, your next step would be comparing the alternatives by weighing them in the light of plans and goals. The alternatives could be evaluated on some criteria like profitability, required cash outlay, payback time, suitability for enterprise, long-range objectives etc.



Step 5: Choosing an alternative

This is the step at which point your plan is adopted - the real point of decision-making. You can decide this only after a careful analysis and evaluations of alternative courses in terms of cost / convenience / benefits.

Step 6: Detailing actions

After you have selected the most favourable alternative for attaining your goal you need to determine 'who will undertake the required actions for carrying out the plan and attaining the goal?' Moreover, you need to ascertain 'when' and 'how' different activities will be undertaken.

Step 7: Anticipating obstacles

This is the next logical step in your plan. You will have to anticipate the hurdles which may block you from reaching your goal. You will have to keep your eyes and ears open in order to anticipate the obstacles which may come in the way of success of your enterprise.

Step 8: Taking action

When you have identified the hurdles / obstacles, it is time to take logical steps to overcome your problems. This is very necessary in order to support your basic plan.

Step 9: Monitoring and feedback – own and others

As mentioned earlier, a successful entrepreneur always learns from experiences, not only his own but of others as well. He should be very sensitive to these experiences. Therefore, you should obtain feedback of your actions / activities from others whenever possible. And as all successful persons learn from their mistakes / failures in life, you too should learn to take them in your stride, but at the same time learn valuable lessons from them.

Step 10: Reworking

Now, you already have a feedback about your planning and if you find there are some weak links in it, you can still rework your planning strategy, keeping in view all the above mentioned steps. If you plan well, the success of your task is assured which in turn will facilitate your planning for other new tasks.

Since you desire to become an entrepreneur, we would like you to think and act from the view point of a good planner / manager who does not leave things to chance. You can become a good planner provided you follow the guidelines described above keeping in view the types of plans needed for your enterprise.

SAQ 8.1

You can begin to plan from today itself and to provide some practice we would like you to work on the following two exercises. You have to make a note of the steps which you would like to take for accomplishing the given tasks. Please list them for each of the exercises.

Exercise-I

You are an electronics engineer with two years experience in the field and you want to set up a unit for manufacturing electronic calculators. You already have a plot apt to serve as the factory



site but you have merely ₹ 50,000 in your pocket while you need ₹ 1 million to set up your unit. Now, tell us the manner in which you plan to arrange for the monetary as well as other resources and establish your unit.
Exercise-II
You are the owner of a toy-making firm. Your firm is incurring heavy losses. Because of the monetary pressure, you have to slash your expenditure by a minimum of 10%. Would you be able to do this? If yes, how?



Let's Sum Up the Chapter

Dear Learner

In this chapter you studied that systematic planning is critical for attaining goals and it involves developing and using logical, step-by-step plans to attain your goals.

Let us revise different components of planning which we learned in this chapter. **Mission** refers to the fundamental reason, the prime purpose for the existence of an enterprise. **Objectives** are the ends towards which your activity is aimed. **Strategies** mean general programmes of action and deployment of resources to attain comprehensive objectives. Guiding actions rather than thought process, **procedures** establish the required method of handling future activities. **Rules** guide actions of controlled behaviour without specifying a time sequence. **Programmes** are complex goals, policies, procedures, rules, task assignments, steps to be taken, resources to be employed and other elements necessary to carry out a given course of action. **Target** is something that is aimed at and denotes intended, attainable and specific quantity or objective. **Time frame** denotes the anticipated time period that is earmarked for carrying out a particular action or varied activities of a project. A **budget** is a statement of expected results expressed in numerical terms and may be expressed either in financial terms or in terms of labour hours, man



days, units of product, machine-hours, or in any other numerically measurable term like expense budget which deals with operations.

You need to undertake the following steps for planning your activities to attain your goals:

- 1. Developing plans
- 2. Breaking down the large task into small sub-tasks
- 3. Identifying alternatives
- 4. Comparing alternatives in light of goals sought
- 5. Choosing an alternative
- 6. Detailing actions
- 7. Anticipating obstacles
- 8. Taking action
- 9. Monitoring and feedback own and others
- 10. Reworking





Chapter IX Overcoming Failures

"To succeed in your mission, you must have single-minded devotion to your goal."

Dr. A.P.J. Abdul Kalam, Engineer, Scientist and Former President of India

Chapter Contents

9.1 Introduction9.2 Why Failure?

The aim of this chapter is to:

Offer the reason for failures and how failures can be overcome

Objectives:

On completion of this chapter, you will be able to:

- Understand your failures
- Have an idea about the causes of failure
- Know how to overcome failures by developing a winning spirit



9.1 Introduction

Life offers immense opportunities to learn, grow and develop ourselves. We desire success in every sphere of our lives: social, professional and personal. But, is success that easy? Rarely do we find people who have attained success at a single stroke. Every successful man has witnessed rough weathers in their journey towards success. Yet, eventually they emerged successful. How? What distinguished such successful class?

Well, 'Focus with persistence' is their secret mantra towards success. They strived hard to overcome setbacks without losing their zeal and eventually relished the sweet taste of success. This is an evident observation. So, failure is not the end of the game but an opportunity in itself. It's an opportunity to introspect and find out what went wrong, why and how best you can resolve it. Moreover, failures enable us to learn the best lessons, gain rich insights, have an opportunity to stretch our skills and capabilities and eventually emerge successful!

We need to *unlearn* that 'failure means something very negative (like 'you are good for nothing', 'its over', 'you should give up', 'finished', 'you are done') leading to a low self esteem and unacceptance.

9.2 Why Failure?

Failure is caused by one, more or each of the following reasons:

- 1. You are giving up too soon
- 2. You are making an excuse
- 3. You are not putting in enough efforts
- 4. You are not focused
- 5. You are not determined to win
- 6. You are using a wrong approach
- 7. You need to wait

Let us have a better understanding about 'why do we fail?' and how we can work towards success?

1. You are giving up too soon

When we experience defeat or setback, our mind conveys the message that we have failed. Our fears get strengthened. Negative thoughts flood our heads: 'Why did we ever try out in the first place? Its over! No good trying further! Just give up!' We stop believing in ourselves and are tempted to take the easy way out and give up. But, success might be just one step ahead. So, you should never ever allow yourself to think about giving up!

Most of the successful personalities will tell you that they attained success right after they were about to give up, as if success was sneaking around the corner. Had they given up, they would have never tasted the success, fame, and wealth. Great personalities know that the setback is only a temporary phase. They know that, through failures, life is testing their resolve to succeed.



If we reflect we can find success stories of great personalities who refused to give up; those who persisted in the efforts to emerge successful in attaining their goal/s.

Fear of failure could not deter *Rani Laxmibai of Jhansi* from fighting against the British army. Rather than bowing down to the British rule, she preferred to fight with valour till her last breath!

The living legend *Mr. Amitabh Bachchan*, had witnessed great struggle before tasting success. Once perceived unfit for playing the lead role in movies, Mr. Bachchan through his strong determination and persistence emerged as the one of the most successful icons of the Indian cinema. Even when he had to suffer huge losses due to the failure of the Amitabh Bachchan Corporation, Ltd. (A.B.C.L.), his venture in the entertainment industry, Mr. Bachchan struggled to find his way back to success!

Baba Amte, a successful lawyer gave up his practice to devote his life fighting vigorously for the social cause of leprosy. He also worked for peace and environment. As a social activist if he would have been disheartened from frequent setbacks that he had to face he would not have been able to work towards his social goals. Instead of being demotivated from setbacks and failures, amidst adversities, Baba Amte worked zealously towards his goals.

It is interesting to observe that every time such successful personalities faced a setback, they bounced back with renewed vigour. They don't accept failures. They persisted until they attained their goals. Each setback only made them better at what they were doing. They developed new skills, new techniques, and creative ways of solving their problems. Their failures eventually led them to success. Had they given up and not looked at their failure as a learning process, they would have never succeeded!

2. You are making an excuse

When we fail or suffer a setback, instead of taking up the responsibilities of our actions we tend to look for an excuse so as to either blame our circumstances or others. Generally we come up with the following excuses:

I am too young
It's not my cup of tea
I don't have any support
I am discriminated against
Life is / others are unfair
I have a bad luck
It's not worth the effort
I am too old
I am sick
I am ugly
I am too poor
I have no time
I am a girl
I am just not smart enough

'Retreating' and giving an excuse for a failure or setback is an easy way out, but it is not rewarding in the long term. An 'excuse' is a sign of timidity and laziness. Each individual has



equal chances to succeed. Success is not biased by age, gender, education, race, colour, nationality, religious or political beliefs, language, physical ability, mental ability, health condition, and socio-economic background.

Let us have some real life examples to have a better idea about the kind of adversities great personalities endured to rise up.

Adhering to his principles of non-violence, *Mahatma Gandhi*, the father of the nation liberated India from the clutches of the British rule. The journey was not free from setbacks or failures. Yet, he persisted and eventually succeeded!

Until the nineteenth century Africans (Blacks / Negros) were traded as slaves to the Whites. The utter discrimination and exploitation over the centuries against blacks has been extremely destructive. Treated like animals, the blacks not only suffered from extreme poverty, absence of legal, occupational or voting rights but had been subjected to discrimination, hate, physical abuse and violence. Even today, discrimination does exist. However, thanks to the liberation movement spearheaded by *Martin Luther King Jr*. (King), the blacks managed to fight for their rights.

Inspired by Gandhian principles of non-violence, King spearheaded the non-violence movement to liberate the blacks in the United States of America (U.S.). It was an outcome of King's burning desire to fight for the rights of the blacks. His efforts made him the youngest person to be awarded the Nobel Peace Prize in 1964. At the age of 35 he had already created a legacy for himself but, was assassinated a few years later.

Barack Obama, the first black president of United States of America is a live example before us. In spite of being a black, Obama fought the odds. Ironically, today he is one of the most powerful black leading the whites. If Obama would have thought: "Since I am a black I'll not make it!" would he have ever succeeded in becoming the president of the U.S.?

Sardar Vallabhbhai Patel, Rabindranath Tagore, Zakir Hussain, Dr. B.R. Ambedkar, Sri Jamsetji Tata, Kasturbhai Lalbhai, Ambalal Sarabhai, Ghanshyam Das Birla, Amartya Sen and such other eminent personalities comprising successful actors, singers, industrialists, freedom fighters and scientists had to struggle with one failure or the other failure. But, did they accept failures? No, instead of losing their motivation they persisted towards their goals!

So you should gain inspiration from such personalities and instead of putting up one or the other excuse you should:

- Take up responsibility for your decisions
- Analyse what went wrong and why
- Without losing hope, work towards resolving the problem so as to attain your goals

3. You are not putting in enough efforts

Sometimes while aiming for success, we tend to feel that whatever efforts we have made are adequate. We think we have done enough and now we deserve success. Hence when failure strikes, we are taken aback and are unable to face it.



No matter what amount of efforts we put in, there is always much more we are always capable of. If we push ourselves, we can always do a bit more than we did the last time. Renowned Indian industrialist J.R.D. Tata believed: "One must forever strive for excellence, or even perfection, in any task however small, and never be satisfied with the second best!"

When failure comes your way, evaluate it. Think! Did you give the task all you have got? Can't you try harder? Don't you have more potential? Well, we are truly capable of many great feats. Human mind is in itself a tremendous force. We have immense potential, of which we use only a meager fraction. We would truly astound ourselves if we started utilizing our potential to the fullest.

Look around yourself. Look at the human mind's astounding creations. Today we have achieved everything that would have been considered impossible at some point of time. Artificial Intelligence; robots who are well advanced to the extent that they can now experience certain human emotions; space flights to the moon and beyond; ability to clone the human genome – these are but a few examples of how much we have achieved. Every single invention and discovery is a powerful proof of the human mind's potential. We have the proof before us. All we have to do now is to believe: believe in our individual capacity which has the power beyond once imagination.

Wright brothers believed in their dream of making machines which could fly. They persisted in their efforts of making one, and finally after relentless struggle and many failures, they succeeded. Today it has become possible to travel hundreds of miles in a span of few hours, a feat that would have been considered impossible at one time.

4 You are not focused

Imagine a situation. Assume that you are lost in a forest and it's getting very cold. You have firewood all around you. All you have to do to keep your self warm is to light a fire. When you empty out your pockets you realise that you are carrying nothing except a magnifying glass. Now, how will you manage lighting a fire?

I think an obvious answer would be to focus the sun's rays through the concave glass onto the firewood. The wood will catch fire right in front of your eyes.

Our attempts are just like the Sun's rays. They ignite nothing until they are rigorously focused completely on a task. Making efforts will hardly yield results unless our efforts and energy is focused!

Failing at a task on hand would mean that you have not really focused your energy on it. The great epic *Mahabharata* offers a beautiful description of this rule. Dronacharya, the royal guru of Pandavas and Kauravas, trained them in various military arts including archery. Dronacharya enjoyed testing his princes in their mastery of these skills and regularly set up new challenges for them. In such a challenge, guru Dronacharya set up a wooden bird on a tree. Then from across the adjacent river, he asked the princes to shoot it down by striking its eye. When prince Yudhisthira tried first, Dronacharya asked him as to what he could see. Yudhisthira replied that he could see Dronacharya, his brothers, the river, the forest, the tree and the bird. Dronacharya questioned the other princess similarly. To his great disappointment, others gave the similar kind of replies. At last Arjuna stepped forth and Dronacharya asked him as to what did he see? Arjuna



replied: "I see the eye of the bird and nothing else". And saying this Arjuna aimed for the bird's eye and successfully shot it down!

So the morale of the story is *a strong focus is critical for success*. Focus yourself entirely towards your goal and develop a burning desire to achieve it. And you will embrace success!

5 You are not determined to win

Nothing can be achieved unless we are determined to win. Failure is never final for those who are strong in their determination to achieve their goals. To them, failure is just a temporary stop in their journey and it merely encourages them to re-evaluate their plans so as to attain their goals.

Unless we are determined to win, we tend to give up at our very first bitter taste of failure. We either make excuses for not being able to win, or do not try hard enough. And even if we do try hard enough, we are not focused in our efforts. If this is the case, we can hardly blame our life, luck, or circumstances. A determined mind can overcome every possible setback. No sense of lack or inadequacy can hold it back. No circumstance can be a good enough reason for not succeeding. In fact, many successful people have derived their success from circumstances which appeared bleak and hopeless. Men have seen their dreams shattered and even then have refused to give up. They have perceived opportunity even amidst failure!

6 You are using a wrong approach

At times though you have access to all the required resources yet you fail simply because you are using a wrong approach. So all that you need to do is modify your approach and you will definitely win.

To have a better idea let us consider the following example. Assume that you are planning to enter the bottom of the pyramid market. Now, if you go for offering your existing products which ideally are meant for the middle class or the elite section (an entirely different market) you would be forcibly fitting your product without truly understanding your target market needs. So, in this case you would have to first of all, understand the needs and empathise with the problems of your potential customers and accordingly, tailor your product. Unless you do this you cannot expect success.

7 You need to wait

At times failure is merely the message that we need to wait patiently. We need some patience to witness and celebrate our success.

Bhagwadgita rightly preaches: "Yours is to perform karma, not the right to fruit. Allow the time to ripen"

State the causes of failure and explain how you can overcome failures.	SAQ 9.1



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Let's Sum Up the Chapter

Dear Learner

This chapter enables you in understanding the causes of your failure and facilitates you in overcoming your failures. Your failure is caused by one, more or each of the following reasons. You are giving up too soon or making an excuse or not putting in enough efforts or lack focus or determination to win or are using a wrong approach or simply need to wait.



Possible Answers

SAQ 9.1

The causes of failures are as follows:

- 1. You are giving up too soon
- 2. You are making an excuse
- 3. You are not putting in enough efforts
- 4. You are not focused
- 5. You are not determined to win
- 6. You are using a wrong approach
- 7. You need to wait

Failure can be overcome by working with a positive frame of mind keeping in mind the above listed points which normally lead to failures. It calls for persistence, the spirit to win despite odds by taking up responsibility rather than making excuses, dedicated efforts, strong focus, determination, right approach and patience.





Chapter X Personal Assessment Worksheet

In this chapter, we will look at 'YOU' as an aspirant for an entrepreneurial career or self-employment. We would like you to understand how ready you are for taking up entrepreneurship as a career so that we can help you in finding and overcoming shortfalls, if any.

Earlier, as you may recollect we tried to help you internalise that entrepreneurs are not necessarily born but, they can be developed through proper guidance and training. Anyone and everyone cannot be a successful entrepreneur, since a minimum level of certain characteristics, skills, traits, competencies and above all motives are required for becoming a successful entrepreneur. We, therefore, suggest you assess the level of these qualities in you before you start your business. If you posses the necessary qualities then you have nothing to worry. On the other hand, even if you lack some of these qualities you need not worry because these can be developed through right training exercises.

A self-assessment is necessary because many people fantasize about owning a business at some point of time in their life. For most people, the dream does not materialize. The fear of taking a risk and uncertainty about the future prevent most dreams from developing into reality. Therefore, we have designed two chapters to help you easily assess your strengths and weaknesses. The personal assessment worksheet given in this chapter will act as a practical reminder of the questions that you must answer before you decide to commit your time and money to any business.

The next chapter deals with the 'Self-Rating Questionnaire' (SRQ) which will enable you to gauge your level of entrepreneurial competencies which have been found to play a crucial role in running a business successfully. In short, by the time you have completed these two chapters, you will have had a list of critical personal factors that can make the difference between success and failure in your business.

Work through the 'Personal Assessment Worksheet' and 'Self-Rating Questionnaire' sequentially. So far as the personal assessment worksheet is concerned, you yourself would be able to draw conclusions about your personal skills with the help of notes given along with the sheet. However, we will explain you the test administration, scoring procedure and interpretation of data in case of 'Self-Rating Questionnaire', in the next chapter.



Personal Assessment Worksheet

This worksheet will help you find out the personal skills and competencies which you already possess as well as which you need to acquire or develop further and thereby draw your attention towards sharpening your skill set to emerge as a successful entrepreneur. Some of the skills and competencies in the worksheet have been dealt with in Chapter I and II. This exercise will be helpful only if you follow the instructions with honesty. *Remember to be honest, at least to your self.* Get your parents, elder brothers and sisters, spouse or someone who knows you very well to check your answers. This will ensure the soundness of your answers.

Need for Achievement

We have already studied this. Do you have an urge to take on challenges? Do you aim to acquire excellence in your endeavours? Do you stick to a task in spite of initial discouraging failures? Remember, people with a high need for achievement – those who strive for and become successful in business, are more energetic, more persistent, more realistic and more action-oriented than people with other types of motivational patterns.

Now answer the following questions by putting a tick mark on either 'yes' or 'no' whichever tallies best with your ideas:

Do I have a building desire to be a winner? Yes / No

Do I have a commitment to my task? Yes / No

Smart work is needed but hard work has no option, so you ought to plan smart and work hard to execute your plans and attain your goals! Every new business faces difficulties that can be overcome only by sheer efforts. If your answers to the above questions have been 'no' it would be better for you to perform a self exploration before entering into any business. If your answers have been 'yes', you are more than likely to achieve and be successful in your business.

Risk Taking

Suppose you have ten thousand rupees in your pocket. Now, what would you like to do with it? Would you choose to put it in your savings bank account and earn interest on it at the rate of 6% or in food-grain stock at a possible return of 15 %? Or would you prefer to invest it in the stock market after a careful and long study of trends and projections, with a fairly good chance of making 10 percent through your efforts? (tick-mark one)

- a) Bank account
- b) Food-grain stock
- c) Stock market.

As we have observed earlier successful entrepreneurs usually choose the middle course in which the possibility for gain is reasonably high and the outcome depends to a great extent on their ability and the effort they can put in.



SAQ 10.1
Look back on your own approaches to various important decisions you have made so far. Describe a typical decision you made in a matter of some importance to you.
Do you normally choose a middle path – take a calculated risk – which is exciting enough but contains reasonable hope for gain and in which you can affect the outcome by using your own knowledge and skills and also stretch your abilities and take up the challenge? Yes/No
If your answer is 'yes', it is a favourable indicator for your future as a successful entrepreneur. But if your answer is 'no', it suggests you need some attitudinal change before you start your business.
Seizing Opportunities Have you ever been alert to chances and opportunities which come your way? Do you use them to your advantage? Have you ever grabbed a chance to make some extra money by identifying and seizing an opportunity?
SAQ 10.2
Look back on your life. Write about one of your experiences in a separate sheet which reveals that you are alert to chances and opportunities.

Your business should be founded on a new and exciting idea either in the manufacturing or the service sector. Profitability comes from innovation. But, innovation should not stop with the first idea. It should be consistent. It must be practiced continually to ensure that your business takes a



competitive and successful turn. Therefore, as an entrepreneur you must always strive to improve your product or service or to add new products and services to your business.

'Alertness' is a personality characteristic which can be mastered through practice. If you want to start a business, you should actively practice hunting and seizing opportunities. Successful search is rewarded through innovation which is a base for profitability.

Do you sense and convert opportunities to your advantage? Yes / No

If your answer to the question on the right is 'yes', you are likely to be a successful entrepreneur. If it is 'no', you need enough practice to orient yourself towards innovation, novelty and efficiency.

Objectivity

Have you ever wanted to do something which is beyond your skills? Like repairing an electricity leakage in your bathroom without any knowledge of electric circuits or electrification or in case you wanted to take help of others who did you choose, a friend or a relative, an amateur electrician; or an expert and skilled electrician, who might ask for a higher service charge but who would offer reliable quality of work?

You would prefer the skilled electrician despite your friendship with the amateur. Yes / No

If your answer to the above question is 'no', think about yourself again. Try to be objective in choosing people who you would want to help you. Be businesslike and professional in solving problems, rather than giving in to personal likes and dislikes. Remember, a successful entrepreneur prefers an expert to an amateur when in need to help.

Receiving Feedback

Think of your experiences again. Have you ever wanted to know from others how you were performing your jobs or chores or tried to find out how you performed in your last cricket or volleyball match?

You have the habit of monitoring your performance and then trying to improve whenever and wherever needed. Yes / No

If your answer to the question on the right is 'yes', go ahead confidently with your entrepreneurial venture. Entrepreneurs seek immediate feedback on their performance. They want prompt, accurate data on the results they are getting. It does not make any difference whether the information they get is pleasant or unpleasant. By remaining unaffected by the results or feedback, they are stimulated to pour more energy into further accomplishing the task. However, if your answer is 'no', it suggests that you need to learn about how to get and use feedback for improving your performance.

Hope of Success

Have you ever taken up any job about which you did not know much but still accepted it because it appeared exciting and you thought you could do it? For example, like a job of managing personnel involving managerial skills?



Although the job proved to be difficult, did you keep acquiring the skills as you went ahead and completed the job? Yes / No

If your answer to the question on the right is 'yes', you have another indicator of success in your business. Because, entrepreneurs sometimes take on jobs that interest them even when they re not very familiar with the details. The novelty and the challenge associated with the job may attract them. However, if your reply is 'no', you need to learn to be optimistic and self-confident before you start your venture.

Attitude Towards Money

Do you believe that money is not merely meant for accumulating and hoarding? Yes / No

Do you tend to view money as a valuable asset for accomplishing something worthwhile? Yes / No

Successful entrepreneurs tend to view money as a valuable asset for accomplishing something they consider worthwhile. They tend to respect money but are not governed merely by it. They do not see money as something to be stacked. Perceiving money as a scare resource, they use it in their business for accomplishing their goals.

If your answers to the above questions are 'no', you should change your views and think of money as an instrument which would enable you to accomplish your objectives and not as the end in itself. But, if your answers are 'yes', you have the right attitude towards money and can go ahead and start your business.

Goal Setting and Achieving

Is your thinking directed towards the future? Do you like to think ahead while taking certain decisions? Do you set a goal for yourself such as acquisition of a plot, a bungalow, a car or a big business of your own? Do you set a long term goal for your family?

Further, are you accustomed to planning systematically and acting consistently and persistently to achieve that goal? Yes / No

Successful entrepreneurs plan systematically well in advance and keep their circumstances under control through their activities. If you have said 'no' to the above question, then it is important for you to develop the skill of setting a goal and achieving it. This is the basis for successful management of business. If you have said 'yes', then it is a positive indication. It shows you are competent enough to manage your business. So go ahead with confidence and you'll succeed!

	SAQ 10.3
List various personality factors that lead to success and briefly describe each	n of these factors.



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Chapter XI Self Rating Questionnaire (SRQ)

Self- Rating Questionnaire (SRQ)

You have assessed yourself on the 'Personal Assessment Worksheet' given in previous chapter. In the current chapter you have a 'Self-Rating Questionnaire', to assess your entrepreneurial competencies which you had learned in Chapter I. However, before attempting the questionnaire, you need to read the following instructions carefully.

- 1. This questionnaire consists of 70 brief statements. Read each statement carefully and ascertain how well it describes you. *Remember*, you need to be honest to yourself.
- 2. Select one of the numbers below to indicate how well the statement describes you:
 - 5 = Very well
 - 4 = Well
 - 3 = Somewhat
 - 2 = Very little
 - 1 = Not at all
- 3. For each statement, write your selected response to the right of the statement. For example: I remain calm in stressful situations. 2.

The person who responded to the item above wrote a "2". It indicates that the statement describes you as 'very little'.

- 4. Some statements may be similar, but no two are exactly alike.
- 5. You need to respond to each and every statement.

Remember, there is no right or wrong response. Thus, feel free while responding to these statements. It will help you to gain a better understanding of yourself. It will only take about 20-25 minutes to complete the exercise. Now, you can start responding to the following statements:

1. I look for things that need to be done.----



- 2. I like challenges and new opportunities.----
- 3. When faced with a difficult problem, I spend a lot of time trying to find a solution.----
- 4. When starting a new task or project, I gather a great deal of information.----
- 5. It bothers me when things are not done very well.----
- 6. I give much effort to my work.----
- 7. I find ways to do things faster.----
- 8. I plan a large project by breaking it down into smaller tasks.---
- 9. I think of unusual solutions to problems.----
- 10. I feel confident that I will succeed at whatever I try to do.----
- 11. I tell others when they have not performed as expected.----
- 12. I get others to support my recommendation. ----
- 13. I develop strategies to influence others.----
- 14. No matter who I am talking to, I am a good listener.----
- 15. I do things that need to be done before being asked to by others.----
- 16. I prefer activities that I know well and with which I am comfortable.----
- 17. I try several times to get people to do what I would like them to do.-----
- 18. I seek the advice of people who know a lot about the problems or tasks I am working on.-
- 19. It is important for me to perform a high quality job.----
- 20. I work long hours and make personal sacrifices to complete jobs on time.----
- 21. I am not good at using my time well.----
- 22. I think about the advantages and disadvantages of different ways of accomplishing things.----
- 23. I think of many new ideas.----
- 24. I change my mind if others disagree strongly with me.----
- 25. If I am angry or upset with someone, I tell that person.----
- 26. I convince others of my ideas.----
- 27. I do spend much time thinking about how to influence others.----
- 28. I feel resentful when I don't get my way.----
- 29. I do things before it is clear that they must be done.----
- 30. I notice opportunities to do new things.----



- 31. When something gets in the way of what I am trying to do, I keep on trying to accomplish what I want.----
- 32. I take action without seeking information.----
- 33. My own work is better as compared to my colleagues at work place. .----
- 34. I do whatever it takes to complete a job.----
- 35. It bothers me when my time is wasted.----
- 36. I try to think of all the problems I may encounter and plan what to do if each problem occurs.----
- 37. Once I have selected an approach to solving a problem, I do not change that approach.----
- 38. When trying something difficult or challenging, I feel confident that I will succeed.---
- 39. It is difficult for me to order people to do things.----
- 40. I get others to see how I will be able to accomplish what I set out to do.----
- 41. I get important people to help me accomplish my goals.----
- 42. In the past, I have had failures.----
- 43. I take action before it is clear that I must.----
- 44. I try things that are very new and different from what I have done before.----
- 45. When faced with a major difficulty, I quickly go on to other things.----
- 46. When working on a project for someone, I ask many questions to be sure I understand what that person wants.----
- 47. When something I have been working on is satisfactory, I do not spend extra time trying to make it better.---
- 48. When I am doing a job for someone, I make a special effort to make sure that person is satisfied with my work.----
- 49. I find ways to do things for less cost.----
- 50. I deal with problems as they arise, rather than spend time trying to anticipate them.---
- 51. I think of many ways to solve problems.----
- 52. I do things that tend to involve risk.----
- 53. When I disagree with others, I let them know.----
- 54. I am very persuasive with others.----
- 55. In order to reach my goals, I think of solutions that benefit everyone involved in a problem.----



- 56. There have been occasions when I took advantage of someone.----
- 57. I wait for direction from others before taking action.----
- 58. I take advantage of opportunities that arise.----
- 59. I try several ways to overcome things that get in the way of reaching my goals.----
- 60. I go to several different sources to get information to help me with tasks or projects. ----

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- 61. I want my company to be the best in the industry.----
- 62. I do not let my work interfere with my family or personal life.----
- 63. I get the most I can out of the money I have, to accomplish a project or task.----
- 64. I take a logical and systematic approach to activities.----
- 65. If one approach to a problem does not work, I think of another approach.----
- 66. I stick with my decisions even if others disagree strongly with me.----
- 67. I tell people what they have to do, even if they do not want to do it.----
- 68. I cannot get people who have strong opinions or ideas to change their minds.----
- 69. I get to know people who may be able to help me in attaining my goals.----
- 70. When I don't know something, I don't mind admitting it.----

By responding to the questionnaire and following the scoring pattern suggested below, you will be able to list several entrepreneurial competencies that an individual can possess and will also be able to know the extent to which you possess each of these entrepreneurial competencies.

Scoring Sheet for SRQ

Before scoring your answers read the following instructions carefully.

- 1. The numbers in parenthesis denote the number of the statement in the questionnaire. Enter the ratings from the completed questionnaire on the lines above the question numbers given in parenthesis. Notice that the item numbers in each column are consecutive; item number 2 is below item number 1, and so forth.
- 2. Do the addition and subtraction indicated in each row to compute each competency score and also the correction factor.
- 3. You can add all competency scores to compute the total score.

To start with, you can calculate your score for initiative by summing up the values that you had filled in statement number 1, 15, 29 and 43. Let us assume that if your corresponding values for statement number 1, 15, 29 and 43 are 4, 3, 2, 5 and the corresponding value for statement 57 is 2, you need to find the value of 4 + 3 + 2 + 5 - 2, which is equal to 12. On adding 6 to this value you will get your score for initiative. That is, 12 + 6 = 18 is your score for initiative. You can calculate your score for each competency in a similar manner. While calculating your scores carefully note the symbols of addition and subtraction.



Ratings of Statements Score

Competency

The Correction Factor is used to determine whether or not a person tries to present a very favourable self image. If the total score on this factor is 20 or greater, then the total scores on the 13 competencies must be corrected to provide a more accurate assessment of the strength of the competencies for that individual.

Correct your scores on individual competencies by using the following criterion:



If the score on Correction Factor score is:	Subtract the following correction number from the total score for each competency
24 or 25	7
22 or 23	5
20 or 21	3
19 or less	0

For example, if your correction factor is 22, subtract the correction number 5 from each of your 13 competency scores.

Corrected Score Sheet

Competency	Original Score		Correction Number	Corrected Total	
Initiative		-		=	
Seeing and acting on opportunities		-		=	
Persistence		-		=	
Information seeking		-		=	
Concern for high quality of work		-		=	
Efficiency orientation		-		=	
Systematic planning		-		=	
Problem solving		-		=	
Self-confidence		-		=	
Assertiveness		-		=	



							रेनेम् पुरुष
Persuasion			=				
Use of influence strategies			=				
Corrected Total Score							
Competency Profile Sheet for SRQ							
Following the instruction below you can d	draw you	ır coı	mpeten	cy prof	ile diag	grammati	ically.
1. Transfer the corrected competency sappropriate point on the dotted horizontal 2. Draw a heavy line over the dotted hor line to the point you have marked with represent the strength of each competency 3. The following is an example of how to If the score for Initiative is 19, it will appear Initiative	line for izontal lan "X". create the ear as fol	each ine f The ne pro	compeor each heavy	etency. n compete lines y eet:	etency, you ha	from the	e left vertical
	0 5 1	ΙΛ 1	5	_X	25	_	
Competency Profile Sheet							
Competencies							
Initiative							
Seeing and acting on opportunities							
Persistence							
Information seeking							
Concern for high quality of work							
Commitment to Work contract							
Efficiency orientation							
Systematic planning							
Problem solving							

Self-confidence



Assertiveness

Persuasion

Use of influence strategies

How to read this graph

So, now that you know your score of 'SRQ' exercise, you must be aware of the level of each of these competencies possessed by you. Score on each competency shows the degree of that competency as present in you. A higher score on a competency results in a longer line on your profile sheet against the respective competency. Hence, longer the line, stronger is the competency. The competency profile, thus, enables you to assess your strength of competencies at a glance. It helps you in knowing your strength and weakness.

Remember, this should be the first step towards equipping yourself with entrepreneurial competencies. Once this competency awareness is created, actions will follow. Don't worry, even if you are comparatively weaker on a few competencies. You don't need to rethink your decision to enter the business because; competencies can be developed through right training and exercises. You yourself can do it and we are sure you will do it.

So, if you find that you need to develop some of the entrepreneurial competencies start the process right now and you will definitely emerge as a successful entrepreneur!

SAQ 11.1
Present your thoughts about your competency profile.
resent your thoughts about your competency proffic.
1. My first reaction on examining my score for each of the 13 competencies is as follows.



2. I seem to be least competent at the following:

3. Thinking back, the following incidents seem to have demonstrated my weakness in these areas:



4. The following seem to be my strongest competencies:
5. Thinking back, the following incidents seem to illustrate my strength in these areas:
6. During this course, I look forth to improve myself with respect to following competencies:



Additional Readings

In addition to this unit you can refer the following books for expanding your knowledge in the area:

• Organisational Behavior

Authors: Sanghi Seema and Robbins Stephen

Publisher: Pearson Education, 2006

ISBN: 81-7756-189-9

• Towards Personal Excellence: Psychometric Tests and Self-improvement Techniques for

Managers

Author: Sanghi Seema

Publisher: Response Books, New Delhi, 2006

ISBN: 0-7619-3504-5

• Born to Win: Transactional Analysis with Gestalt Experiments

Authors: Muriel James and Dorothy Jongeward

Publisher: SIGNET, New York, 1978.

ISBN: 0-541-16521-7



ENDNOTES

1 "Personalities", http://www.karnataka.com/personalities/narayana-murthy

² Chopra Parveen, "Corporate Management - Bettering the best", http://www.lifepositive.com/mind/work/corporate- management/sunilbharti-mittal.asp

³ "Sunil Bharti Mittal", http://www.webindia123.com/personal/industry/mittal.htm

^{4 &}quot;About Us – Group Overview", Bharti, http://bharti.com/index.php?id=13

Michael Saneesh, "Shahnaz Hussain: The archangel of herbal beauty", http://living.oneindia.in/celebrity/other-celebrities/shahnaz-husain-profile-herbal-products.html

⁶ "The Shahnaz Husain Franchise", Shahnaz Husain, http://www.shahnaz.in/franchise.asp

⁷ "Company Profile", Shahnaz Husain, http://www.shahnaz.in/company.asp

⁸ A thin, round, crispy, savory snack prepared from urad dal (a lentil), asafetida, black pepper, oil and which can be consumed either after roasting or frying it

⁹ They were Jaswantiben Jamnadas Popat, Parvatiben Ramdas Thodani, Ujamben Narandas Kundalia, Banuben. N. Tanna, Laguben Amritlar Gokani, Jayaben V. Vithalani, and one more lady

¹⁰ "Organisation – Brief Information", Shri Mahila Griha Udyog Lijjat Papad, http://www.lijjat.com/Content.asp?id Section=35

¹¹ Bhatnagar Deepti, et al., "Empowering Women in urban India: Shri Mahila Griha Udyog Lijjat Papad", http://siteresources.worldbank.org/INTEMPOWERMENT/Resources/14652_Lijjatweb.pdf,

¹² Diversifying into Khakhra, Appalam, Masala, Vadi, Gehu Atta, Bakery Products, Chapati, SASA Detergent Cake (Tikia), SASA Detergent Powder, SASA Nilam Detergent Powder and SASA Liquid Detergent, SMGULP expanded to 72 Branches & 27 Divisions offering sustainable self-employment to about 42,000 sister members across India.

¹³ "Organisation - Brief information", op. cit.

¹⁴ Fort Enric Gili, et al., "Sam Pitroda's OneWallet: Doing It His Way A telecom maverick takes on the world – again", Institute of Design, Illinois Institute of Technology, http://trex.id.iit.edu/~enricg/portfolio/case_study/OneWallet_Case_Study.pdf, , Spring 2006

¹⁵ Krishnamurthy Sundari, "Internet Booths in Villages of India", MANUSYA: Journal of Humanities (Special Issue No.8 2004), http://www.manusya.journals.chula.ac.th/files/essay/Krishnamurthy_p102-120.pdf, 2004

¹⁶ Ibid.



¹⁷ Narayanan Chitra, "Sam Pitroda's digital wallet", The Hindu Business Line, http://www.thehindubusinessline.com/ew/2010/09/13/stories/2010091350090300.htm, Sept ember 13, 2010

- Chakravorty Deblina, "India's Top Guns", Business Review India, http://www.businessreviewindia.in/business-features/leadership/indias-top-guns, August 27, 2010
- ²² A subsidiary of the Indian Railways, it deals with the catering, tourism and online ticketing operations of the railways.
- "Cadila Pharma to hire 200 people", Ahmedabad Mirror.com, http://www.ahmedabadmirror.com/index.aspx?page=article§id=3&contentid=20090403200904030242547367b8b90a5§xslt=&pageno=1, April 3, 2009
- ²⁴ "Milestones", Dr. Reddy's, http://www.drreddys.com/aboutus/milestones.html
- Fibre Reinforced Plastic, a composite material containing reinforcing fibres that develop mechanical properties enhancing elasticity, has applications in the automotive, aerospace, construction and marine industries.
- ²⁶ "Speaker Profiles", Advertising Agencies Association of India (AAAI), http://www.aaaindia.org/speaker_profiles.htm
- ²⁷ "History", HT Media, http://www.htmedia.in/History.aspx?Page=Page-HTMedia-History
- ²⁸ Grameen Fund, Grameen Trust, Grameen Mothsho Foundation, Grameen Telecom, Grameen Shakti (Grameen Energy), Grameen Shikkha (Grameen Education), Grameen Krishi Foundation, Grameen Baybosa Bikash (Grameen Business Development), Grameen phone, Grameen Software Limited, Grameen CyberNet Limited, Gonoshasthaya Grameen Textile Mills Limited, Grameen Capital Management Limited, Grameen Knitwear Limited, Grameen Mutual Fund One, Grameen Kalyan (Grameen Well-being), Grameen Shamogree (Grameen Products)
- ²⁹ A social business model is one in which a social business enterprise operates in a financially sustainable, community beneficial and eco friendly manner with a basic objective of addressing social issue/s, has a no dividend policy and where investors can take back their invested amount but profits are ploughed back for growth and expansion.

^{18 &}quot;Company Profile", Suzlon, http://www.suzlon.com/about_suzlon/l2.aspx?l1=1&l2=1

¹⁹ Ibid.

²⁰ Now known as University of Ballarat

 $^{^{}m 30}$ Baden Aniline and Soda Factory, a Germany based chemical company.

Adapted from "Promoting Social Entrepreneurship for Poverty Alleviation: The Indian Experience", the Keynote Paper by Dr. Dinesh Awasthi in Plenary Session 3 "Integrating TVET Skills Development with Social Entrepreneurship' in the International Symposium on TVET Skills for Poverty Alleviation (TVET-SPA 2010), organised by The Colombo Plan Staff College for Technician Education (CPSC), Manila, held at Manila on 2 - 3 August 2010



³² Ibid.

³³ Refers to either of the bones on which the body rests when sitting

³⁴ Shane, S. and Venkataraman, S. (2000), "The promise of entrepreneurship as a field of research", Academy of Management review, Vol. 25, pp 217 -226.

³⁵ Two individuals are neither exactly similar nor entirely different from each other. So there are some similarities and differences between two individuals. While two individuals may be similar to some extent they may have differences in their thinking, feeling, behaviour and / or overall psychology. Such differences between two individuals are termed as individual differences.

³⁶ McClelland's theory had been deeply influenced by the pioneering work of Henry Murray who first identified underlying psychological human needs and motivational processes in 1938. Murray offered taxonomy of needs, comprising achievement, power and affiliation—and offered an integrated motivational model to understand these needs.

³⁷ Robbins Stephen and Sanghi Seema, "Basic Motivation Concepts", Organisational Behavior, 11th edition (81-7756-189-9), Pearson Education, 2006, page 168-170

³⁸ Shane, S., Locke, E.A., and Collins, C.J. (2003), 'Entrepreneurial motivation', Human Resource Management Review, Vol 13, pp 257-279

³⁹ in 1975



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