Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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Telecom
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Participant Handbook

Sector
Telecom

Sub-Sector
Service Provider

Occupation
Customer Service

Reference ID: **TEL/Q0100, Version 1.0**
NSQF Level 4

Customer Care Executive (Call Centre)

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

Shri Narendra Modi
Prime Minister of India

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Certificate

COMPLIANCE TO QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS

is hereby issued by the

TELECOM SECTOR SKILL COUNCIL

for

SKILLING CONTENT: PARTICIPANT HANDBOOK

Complying to National Occupational Standards of
Job Role/ Qualification Pack: 'Customer Care Executive (Call Centre)' QP No. '**TEL/Q0100 NSQF Level 4**'

Date of Issuance: **May 5th, 2016**

Valid up to*: **May 5th, 2018**

**Valid up to the next review date of the Qualification Pack or the 'Valid up to' date mentioned above (whichever is earlier)*

Authorised Signatory
(Telecom Sector Skill Council)

Acknowledgements

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

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

About this Book

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

The sector employs over 2.08 million employees as of 2013, and is slated to employ more than 4.16 million employees by 2022. This implies additional creation of 2.1 million jobs in the nine-year period.

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

Individuals at this job provide customer service support to an organization by interacting with their customers over the phone. They also handle, follow and resolve customer's queries, requests and complaints in a timely manner.

This Trainee Manual is based on Customer Care Executive (Call Centre) Qualification Pack (TEL/Q0100) & includes the following National Occupational Standards (NOSs):

1. Attend/Make customer calls - TEL/N0100
2. Resolving customer query, request, complaint - TEL/N0101
3. Develop customer relationship - TEL/N0102
4. Report and review - TEL/N0103
5. Proactive selling - TEL/N0104

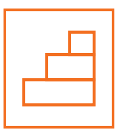
The Key Learning Outcomes and the skills gained by the participant are defined in their respective units.

Post this training, the participant will be able to make & attend customer calls, provide resolution to customer queries & complaints, and hence will be able to develop customer relationship.

We hope that this Participant Manual will provide a sound learning support to our young friends to build an attractive career in the telecom industry.

Symbols Used

Key Learning Outcomes

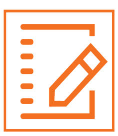


Steps

Notes

Unit Objectives

Practical



Exercise

Table of Contents

Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
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1. Introduction

Key Learning Outcomes

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

1. State the objectives of the program
2. Describe the Telecom industry in India
3. Understand the concept of a call centre and help desk
4. Discuss the hierarchy in a call centre and the career progression of a Customer Care Executive (CCE) in a call centre
5. Understand the roles and responsibilities of a CCE
6. Explain the concept of customer service and its importance in the role of a CCE

UNIT 1.1: Introduction

Unit Objectives

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

1. Know the agenda and importance of the program
2. Get an overview of the Telecom industry in india
3. Understand the regulatory framework
4. Know the major players and their market share

1.1.1 Importance of the Program

This program will facilitate an overview of:

1. Telecom Call Centre
2. Behavioural, professional and technical skills required for performing your job effectively
3. How to attend/make voice calls to the customers
4. Handling, resolving and following-up for resolutions to customer queries in a timely manner
5. Developing a relationship with customers by resolving their concerns and building a rapport
6. Monitoring and managing self-performance through a report and review process

1.1.2 An Overview of the Telecom Industry

Telecom Industry at a Glance

- In todays world the telecom services are the most important tool for socio economic development.
- It is one of the prime support services needed for rapid growth and modernization of various sectors of the economy.

Telecom in India

- In recent years, the Indian telecom industry has witnessed phenomenal growth.
- A conducive business environment, favourable demographic outlook, and the political stability enjoyed by the country have contributed to the growth of the industry.
- India achieved the distinction of being among the world's lowest call rates, the fastest sale of mobile phones, the cheapest mobile handset, and most affordable colour phone.
- The Indian telecommunication sector has undergone significant policy reforms, beginning with the of National Telecom Policy (NTP) 1994 which was subsequently re-emphasized and carried forward under NTP 1999.

1.1.3 Regulatory Authorities in the Telecom Industry

TRAI - Telephone Regulatory Authority of India

- Provide fair and transparent policies to service providers, so that there is a level playing field for the competition.
- Provide direction on tariff, interconnection and quality of service to all the service providers.
- To ensure that interests of the consumers are protected via fair trading.

COAI - Cellular Operators Association of India

- Facilitates the establishment of a world class cellular infrastructure and delivers the benefits of affordable mobile telephony services to the people of India.

TDSAT - Telecom Disputes Settlement and Appellate Tribunal

- It adjudicates any dispute with a view to protect the interests of service providers and customers of the telecom sector.

DoT - Department of Telecommunications

- It formulates developmental policies for the accelerated growth of telecommunication services.

TRAI Regulation on Call Centre

1. 121 - General information number - Chargeable Call
2. 198 - Consumer care number - Toll Free Number
3. Service Request - request made pertaining to the account for:
    - Change in plan
    - Activation/deactivation of VAS/ supplementary service/ special pack
    - Activation of service provided by the operator
    - Shifting/disconnection of service/billing details

1.1.4 Major Players in Telecom Industry

S.No.	Name of Company	Year of Establishment	Revenue Market Share as of 2015
1	Bharti Airtel	1985	30.44 %
2	Vodafone Essar	2007	23.19%
3	Idea Cellular	1995	18.19 %
4	Reliance Communications	1999	6.07%
5	Tata Teleservices	1996	7.41 %
6	BSNL/MTNL	2000	6.12/3.04%
7	Aircel	1999	7 %

Fig. 1.1.1 Logos of major Indian telecom companies

Exercise

Answer the following questions:

1. Which telecom company has the highest market share?

____

____

2. Which telecom company has the lowest market share among the top 7 companies?

____

____

3. Name top 5 telecom companies in India

   a) ____

   b) ____

   c) ____

   d) ____

   e) ____

4. Fill in the blank with the correct answer:

   India has achieved the distinction of world's _______________ call rates. (lowest/highest)

5. Write down the full form of the following Abbreviations:

   f) TRAI - ____

   g) DoT - ____

h) COAI -____

i) TDSAT -____

6. What is the current scenario in the Indian Telecom industry?

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UNIT 1.2: Department and Jobs in a Telecom Call Centre

Unit Objectives

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

1. Understand the role of a CCE and the skills required for the same
2. Understand the departments and jobs in a Telecom Call Centre
3. Understand the hierarchy & career path of a CCE in the organization
4. Understand the concept of a Call Centre
5. Understand the function of a Help Desk

1.2.1 Job Role of a CCE-Call Centre

A customer care executive works as a bridging force between the customer and the organisation. He tries to meet the needs of the customer within the ambit of the management's policies and guidelines.

- To attend/make calls to the customer
- To provide information regarding products and services to the customer
- To handle and resolve customer's complaints/requests
- To capture/take notes of customer interaction in the Customer Relationship Management (CRM) tool/software.
- To monitor and manage key performance through reports
- To develop customer relationship

1.2.2 Departments in Telecom Call Centre

- Operation
- Administration & Facilities
- Human Resources
- Finance
- Training & Quality
- Information Technology (IT)
- Process Improvements/Excellence

1.2.3 Jobs Hierarchy in a Telecom Call Centre (Operation Dept.)

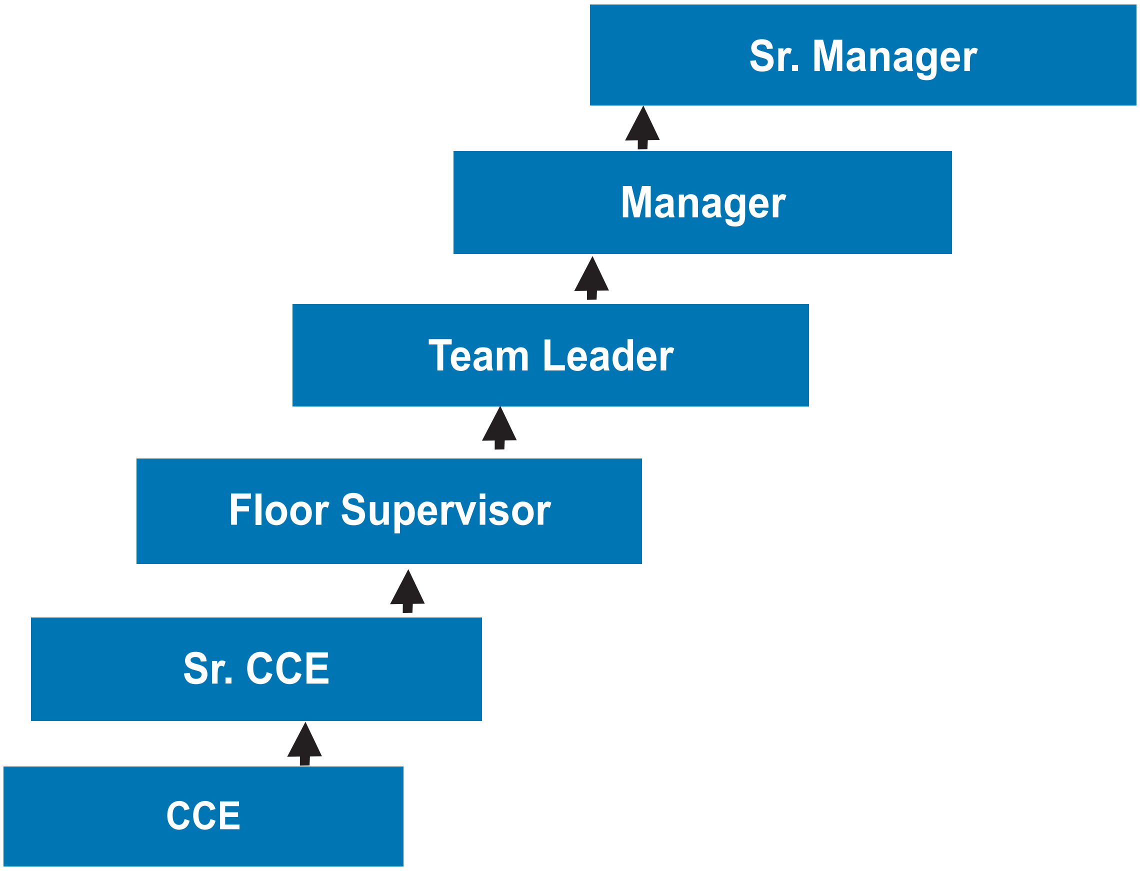

Fig. 1.2.1 Career ladder of a CCE

1.2.4 Call Centre

A company direct contact centre that handles services such as customer support, emergency response, telephone answering service, and outbound telemarketing is known as a call centre. A call centre handles a considerable volume of calls at the same time; screens calls and forward calls to someone qualified to handle them, and eventually logs them.

1.2.5 Help Desk

In a business enterprise, a help desk is a place where a customer can call to get help with a query, request or complaint. Generally, a help desk refers to an expert (CCE) with apt knowledge and computer applications, which help him answer the queries that come in.

1.2.6 Customer Care Executive (CCE)

Customer Care Executives use their skills and experience to ensure that a company delivers the highest standards of service to customers and on the basis of it, create a positive perception of themselves as well as the company. A CCE is the most critical contact point for the customers to build a long lasting relation or loss of relation.

A CCE must follow the CARING approach as given below:

C- Courteous
A- Alive and Energetic
R- Responsive
I- Informed
N- Never says 'NO'
G- Guides Right

Exercise

1. Which of these form a part of the role of a CCE?
   a) Developing good customer relations
   b) Handling customer complaints
   c) Good product knowledge
   d) Resolve customer queries
   e) Technical knowledge
   f) Follow up with the customers
2. Write down few skills, which according to you are very crucial in a CCE's job.
   ____
   ____
3. What are the three things that are very important to be able to work in the telecom Call Centre?
   a) ______________________________
   b) ______________________________
   c) ______________________________
4. An ______________________ is one in which Call Centre agents make calls to customers for a business or client. (Inbound Call Centre/Outbound Call Centre)
5. The ______________________ provides customer support, online help, bookings, placing orders, resolving issues/queries etc. (Inbound Call Centre/Outbound Call Centre)
6. An ______________________ do telemarketing, debt collection, sales, fund raising and other work that requires proactive contact with customers. (Inbound Call Centre/Outbound Call Centre)
7. An ______________________ is one that exclusively or predominately handles inbound calls. (Inbound Call Centre/Outbound Call Centre)

UNIT 1.3: Help Desk and Customer Care Services

Unit Objectives

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

1. Understand the concept of customer service and its importance

1.3.1 Customer

- Customer is the king.
- Customers can either be Consumer customers or Business customers.
- Increasing the customer base is the ultimate goal of every business since; "more the customers, more is likely to be the business profitability."

1.3.2 Customer Service

Excellent customer service is the ability of an organization to exceed the customer's expectations each time every time. It's all about attitude and skills.

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

1.3.3 Importance of Customer Service

- The objective of any organization is to fulfill the needs of a customer, hence customer satisfaction plays a vital role in any business.
- Customers help in meeting business objectives.
- Customers are a source of revenue generation for the business.

1.3.4 Characteristics of Excellent Customer Service:

Communication	Supplying needed information in a clear/convenient way
Consistency	Service provided should be the same everyday
Dependability	Doing, whatever is committed
Friendliness	Positive and supportive
Fairness	Trying honestly to do what is in the customer's best interest while keeping in mind the interest of the company
Fairness	Occupation is a set of job roles under which role-holders perform similar/related set of functions in an industry
Flexibility	Willing to adjust services according to customer's need
Responsiveness	Moving quickly and effectively to meet customer's needs and requests
Respectfulness	Not wasting the customer's time and listening without interruption
Sincerity	Being honestly and truly concerned about serving customer's needs
Speciality	Meeting specialised needs
Sensitivity	Treating customers as important by being alert and caring
Solving Problems	Taking action quickly and decisively

1.3.5 Building Rapport with Customers

As a customer service representative you are responsible for helping the customer out as best as you can. Helping them out can mean a lot of things. Highlight certain features and facts to them as considered necessary, direct them to the right department. Either way you have to help the customer as best as you can.

1.3.6 Establish Good Rapport

Dos	Don'ts
• Use Customer's name	• Take it personally
• Be polite	• Use negative words
• Be honest	• Be sarcastic
• Smile	• Make excuses
• Give your full attention	• Lie
• Take ownership	• Pass the buck
• Follow up	• Get into confrontation
• Enjoy what you do	• Tighten the face

Exercise

1. Mention rules that need to be followed for great customer service.

____

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2. Customer Service – is it important to you? Think about a time when you received excellent customer service. What made it so excellent? How did the individual or company make you feel special?

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3. List all the things you can remember about the experience below. Be prepared to share your experience with a partner.

   What makes a service, a good experience to you?

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4. Now think about a time when you received appalling customer service. What made it so bad? Again list your recollections below and be prepared to share your experience with a partner.

   What makes a service, a bad experience to you?

   ____

   ____

   ____

   ____

5. Did you complain about the poor customer service?

   Yes ☐ No ☐

4. Did you acknowledge the excellent customer service?

   Yes ☐ No ☐

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Sector
Skill
Council

2. Key Concepts

Unit 2.1 – Mobile Technologies

Unit 2.2 – Products and Services

Unit 2.3 – Documentation

Unit 2.4 – Call Centre Specific Concepts

Unit 2.5 – You at the Workplace

Unit 2.6 – Data Confidentiality

Key Learning Outcomes

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

1. Identify the key people involved in the process of being a CCE
2. Explain the various mobile and data technologies
3. Know and understand the various product and service offerings in the telecom sector
4. Outline the documentation process and documents needed for mobile customers
5. Explain the key concepts related to call centres
6. State the importance of workplace ergonomics and respect at workplace
7. Express the importance of data confidentiality in the telecom industry

UNIT 2.1: Mobile Technologies

Unit Objectives

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

1. Know about the various Mobile and Data technologies

2.1.1 Mobile Technologies

There are two types of technologies in our business:

1. Mobile Technologies
   a) GSM
   b) CDMA
2. Data Technologies
   a) 1G
   b) 2G
   c) 3G
   d) 4G

GSM

- GSM full form is Global System for Mobile Communications
- GSM operates on 900 MHz, 1800 MHz and 1900 MHz frequencies
- GSM is a chip dependent technology
- GSM handsets have to be loaded with a SIM card

GSM Structural Design

It has four main domains:

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

GSM System Components

Mobile station is a combination of mobile equipment and SIM card.

The Base Station Subsystem helps in communicating with the mobiles on a network. It consists of two elements: Base Station Subsystem (BTS), Base Station Controller (BSC).

BTS consists of hardware equipment like radio transmitters and receivers. The BTS transmits and receives data and voice signal from the handset to the mobile network.

The BSC forms the next stage in the GSM network. It controls a group of BTSs, and is often co-located with one of the BTSs in its group. It manages the radio resources and controls items such as handover within the group of BTSs, allocates channels and the like.

Network Subsystem is considered as the core network and has different elements. NSS provides main control and interfacing for the mobile network. Main functions of NSS are call controlling, charging, mobile management, signalling and subscriber data handling. Major elements include Mobile Switching Centre (MSC), Visitor Location Registers (VLR), Home Location Registers (HLR), Authentication Centre (AUC) and Equipment Identity Register (EIR).

Mobile Switching Centre (MSC) is responsible for controlling calls in the mobile network. It identifies the origin and destination of a call, as well as the type of call. MSC acting as a bridge between a mobile network and a fixed network is called gateway MSC.

Network Switching Subsystem Home Location Registers (HLR) is a database which has information about the subscriber identity numbers, subscriber services and their locations.

When the user switches on the mobile phone, the phone registers with the network to identify which BTS it is communicating with to route the calls appropriately.

Visitor Location Registers (VLR) is the database which comprises information about subscribers currently being in the service area of MSC/VLR. Visitor Location Register is integrated with the MSC and carries out location registrations and updates.

CDMA

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

Difference between GSM and CDMA

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

Data Technologies

1. 1G is the first generation cellular network that existed in 1980s. It transferred data (only voice) via an analog wave. However, it had the following limitations:
    - No encryption
    - Poor sound quality
    - Low speed of transfer
2. 2G is the second generation technology which introduced the concept of digital modulation which meant converting voice (only) into digital code (in your phone) and analog signals. Being digital helped to overcome some of the limitations of 1G as it omitted the radio power from handsets thereby making life healthier and it had enhanced privacy too.

3. 3G is the current generation of Mobile Telecommunication Standards. 3G allows simultaneous use of speech and data services. It offers data rates of up to 2 Mbps. 3G includes services like Video Calls, Mobile TV, Mobile Internet and Downloading. There are bunch of technologies which fall under 3G like WCDMA, EV-DO, HSPA and others.
4. 4G is the latest generation of mobile data connectivity built on the foundations set by 3G. 4G offers a faster and more reliable connection. 4G offers features like downloading movies or music, streaming YouTube videos and uploading images to Facebook at a much faster speed than 3G. 4G is a quicker and easier technology as compared to earlier ones.

Exercise

1. State True or False:
   a) MSC is the heart of GSM network.
   b) Mobile station is a combination of mobile equipment and SIM card.
   c) GSM is not a chip dependent technology.

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UNIT 2.2: Products and Services

Unit Objectives

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

1. Know various products and services offered

2.2.1 Prepaid Services

- Prepaid service is the Pay-as-you-go service wherein the users buy a recharge balance from the provider as per their requirement.
- Users can only use these services up to the available balance amount post which they won't be able to make outgoing calls.
- Roaming, STD, and ISD services are pre-activated in prepaid connections.

2.2.2 Postpaid Services

- In postpaid services users first avail the service benefit and then pay for the services.
- Service pre-sets a dynamic credit limit of the customer, defined on the basis of customer association, security deposit and usage.
- For certain services like international roaming or to increase credit limit, customer has to make security deposit.
- Based on the bill cycle dates, a bill is generated at the end of each month and the users get a grace period for payment of these bills. Once the grace period elapses, the outgoing services are automatically barred. services can also be barred if customer exceeds credit limits.
- Postpaid services also offer the benefits of value added services like International Direct Dialling, Voice Mail, and Message-Mate Packs.

Barring of Outgoing Calls

Barring refers to outgoing service barred by operator. Reasons for outgoing call barring are as given below:

1. Postpaid
   - Non-payment of bill
   - Exceeding credit limit
2. Prepaid
   - Documents not submitted
   - Documents not clear (e.g. if customer's photo is not clear in customer application form or does not match point of interface)

2.2.4 Roaming

Roaming is a general term referring to the extension of connectivity services in a location that is different from the home location where the service was registered.

Roaming ensures that the wireless device is kept connected to the network, without losing the connection.

Prepaid Roaming

1. Both National and International roaming service is pre-activated.
2. No security deposit is required.
3. As per TRAI, in prepaid roaming, services are not available in J&K and North East.

Postpaid Roaming

- National Roaming is pre-activated.
- For International Roaming, customer gives request for activation with security deposit. Charges and process of activation may vary from one service provider to other.

Note:

- Charges of special or promo packs (SMS /Calls) are not applicable while roaming.
- International roaming requires Tri-Band Handset.

2.2.5 Value Added Services

1. Services which are beyond standard voice call services are known as Value Added Services.
2. Mobile Value Added Services can be categorised as –
   a) Short Messaging System (SMS) Service
   b) Information Service
      News alerts, stock prices, air/rail ticket status, bank account balance/transaction alerts etc.
   c) Entertainment Service
      Songs, ringtones, caller ring-back tones (CRBTs), wallpapers, games, jokes etc.
   d) M-Commerce Service
      M-Payment, M-Banking etc.

2.2.6 Data Services

1. Multimedia Messaging Service (MMS)
2. General Packet Radio Service (GPRS)
3. Pocket Internet

MMS

- MMS stands for Multi-Media Messaging Service
- Multi-Media Messages allows the users to exchange pictures on the GPRS enabled handsets

GPRS

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

Pocket Internet

Benefits are:

- Portability
- High Speed Mobile Broadband Service

2.2.7 Call Management Services

Call Management includes:

- Call Waiting
- Call Hold
- Calling Line Identity Presentation (CLIP) & Calling Line Identity Restriction (CLIR)
- Call Divert/Call Forwarding
- Call Conference
- Call Filter
- Call Barring
- Mobile Communications International (MCI)

Call Waiting

- This service is pre-activated on mobile phone
- To activate this service ask the customer to go to the phone menu and activate Call Waiting

Call Hold

- This is a facility which is used to keep ongoing call on Hold – something like pause and make a new call or answer a call which is waiting.
- This is a free service from the operators who support this feature.

CLIP & CLIR

The "Calling Line Identity Presentation (CLIP)" service enables the customer to see the phone number of the calling person.

- This service is free in Prepaid.
- In Postpaid charges may vary from one service provider to other.

The "Calling Line Identity Restriction (CLIR)" service enables the customer to hide his number when calling.

- When CLIR is activated, instead of customer's phone number, a message like 'Restricted number' or 'Incoming call' is displayed on the screen/caller ID device of the phone customer's call. Availability of this facility is governed by Government of India regulations. This facility is not granted automatically, and operators reserves the right to grant this facility only to certain subscribers, based on fixed criteria.
- Charges may vary from one service provider to other.

Call Divert/Call Forwarding

This feature allows the customer to divert an incoming call to a landline or cellular number.

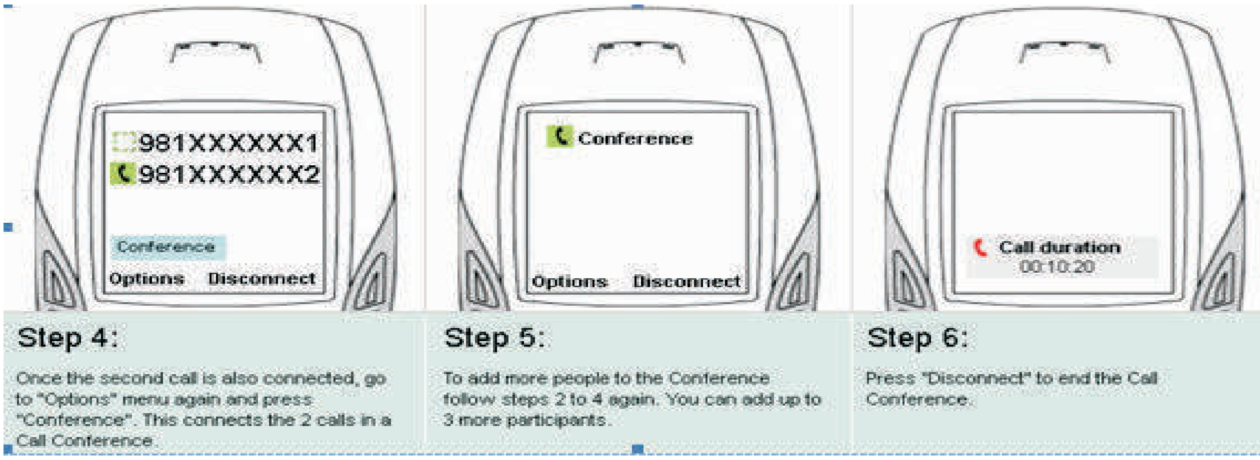
Activation Procedure - Customer can divert his calls through Handset:

- Go to Call Divert
- Chose the option
- Enter the number on which customer you want to divert/forward

Customer can select one option from his phone:

- Call Divert on "not reachable"
- Call Divert on "busy"
- Call Divert on "all calls"
- Call Divert "if no reply'

Charges - Call forwarding is a free service from all the operators except the normal call charges apply when a forwarded call is answered.



Call Conference

- With this service customer can talk with up to 5 different people at a time
- Each person to whom the customer makes call, can add up to 5 more participants
- Charged as a normal call according to tariff to each individual call
- In some circles, this service is not available for Prepaid customers

Call Filter

It is a special service but not provided by all the operators to filter or block calls from certain blacklisted numbers without disclosing the actual status of your number to the blacklisted numbers.

Charges - monthly rental charges may vary from one service provider to other.

Call Barring

This is a Network (Operator) supported feature which can be easily activated/deactivated via handset menu (if options appear in menu, phone should also support this feature). It is available using the 4 digit default password which is set by the network, usually 0000 or 1234, or can also be activated and deactivated via USSD codes provided by the operator.

- This feature allows the customer to bar incoming and outgoing calls.
- This is a security measure to prevent the possible misuse of cellular phone.
- Customer can selectively bar all incoming calls or all outgoing calls as well as outgoing ISD calls. Customer cannot selectively bar outgoing STD calls.

MCI

It helps the customer to know the callers and time of the calls, who try to call him when customer's phone is switched off or phone run out of battery, or out of network coverage.

2.2.8 MNP (Mobile Number Portability)

Mobile Number Portability is a the facility that which allows a subscriber to continue with the same mobile telephone number even when he moves from one Service Provider to another within a licensed service area. The portability process involves three parties- (i) the subscriber interested in moving, (ii) the service provider from whom the subscriber wants to move and (iii) the Recipient Operator (New Service Provider) to whom the subscriber wants to move.

Porting Procedure

A subscriber who wants to port his mobile number needs to:-

- Get in touch with the Recipient Operator (RO) to whom he wants to shift his mobile number.

- Get a Customer Acquisition Form (CAF) & Porting Form from the R.O.
- Read all conditions of eligibility, permissible grounds for rejection of porting requests carefully.
- Obtain 'Unique Porting Code' (UPC) by sending SMS from the mobile number to be ported. To get UPC, the subscriber needs to send an SMS to '1900' with the text 'PORT' followed by space followed by the 10 digit mobile number to be ported. As per government rules, the UPC so obtained will be valid for 15 days for all service areas except J&K, NE & Assam service areas where it will be valid for 30 days.

Note: As pre-paid SMS is not permitted in Jammu & Kashmir the subscriber has to dial '1900' to get a UPC. The operator at '1900' will provide the UPC after verifying subscriber number with CLI.

- Submit the duly filled Porting Form and CAF along with documentary proof to the Recipient Operator.
- A postpaid subscriber should also submit a paid copy of the last bill along with the Porting Form and CAF.
- Obtain new SIM card from the Recipient Operator.

Eligibility for Porting

1. A subscriber holding a mobile number is eligible to make a porting request only after 90 days of the date of activation of his mobile connection. If a mobile number is already ported once, the number can again be ported only after 90 days from the date of the previous porting.
2. At the time of porting request, a post-paid subscriber is required to submit an undertaking that he has already paid all the dues as per the last bill to the Donor Operator and that he/she would be bound to pay all the dues to the Donor Operator till its eventual porting and agrees that in event of non-payment of any such dues to the Donor Operator, the ported mobile number will be liable to be disconnected by the Recipient Operator.
3. In the case of a pre-paid subscriber, he needs to give an undertaking that he understands that at the time of porting the balance amount of talk time, if any, would lapse.

Grounds for Rejecting Porting Request

Porting request can be rejected under the following conditions:

1. If the outstanding payment is not clear.
2. If it has been made before the expiry of a period of ninety days from the date of activation of a new connection.
3. If change of ownership of the mobile number is under process.
4. If the case related to the mobile number sought to be ported, is sub-judice.
5. If the mobile number sought to be ported has been prohibited by a court of law.
6. If the unique porting code mentioned in the porting request does not match with the unique porting code allocated by the Donor Operator for the mobile number sought to be ported or validity of UPC has expired.
7. On the ground of subsisting contractual obligations

Exercise

Fill in the blanks

1. Prepaid service is the ________________________ service
2. In ________________________ services users first avail the service benefit and then pay for the services
3. Services which are beyond standard voice call services are known ________________________
4. MMS and GPRS are types of ________________________

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UNIT 2.3: Documentation

Unit Objectives

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

1. Understand the documentation process for mobile customers

2.3.1 Documentation Process

KYC (Know Your Customer) Documents

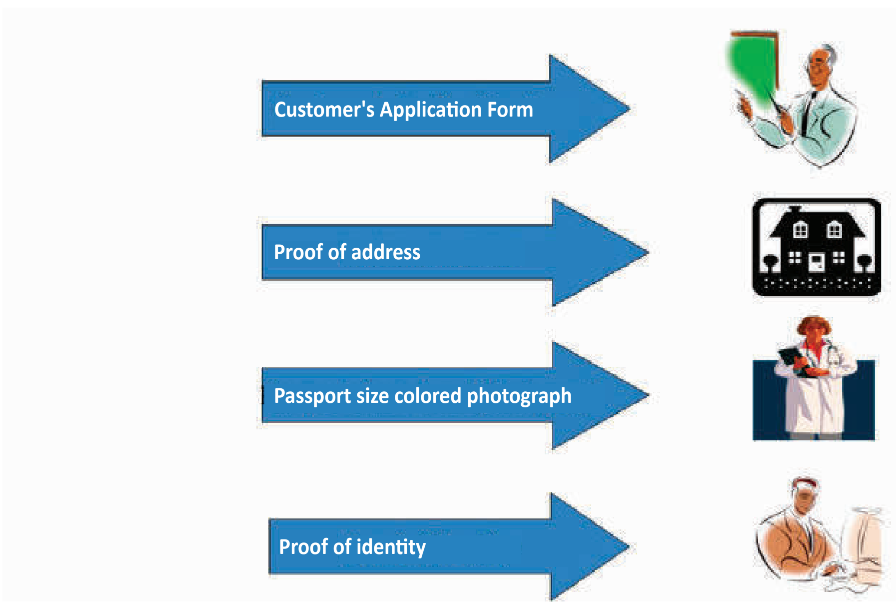

Fig. 2.3.1 KYC documents

List of Documents (Indicative)

Proof of Address

- Water/ Electricity bill
- Telephone (landline or post paid mobile bill)
- Election commission photo ID card
- Ration card
- Aadhaar card
- Proof of gas connection
- Passport (not expired)

Proof of Identitiy

- Aadhaar card
- Passport
- Election / voter's card
- PAN card

Fig. 2.3.2 List of documents

Customers are required to submit at least one of the documents in PoA and PoI listed above.

Documents required for J&K

The Ministry of Telecom has set up specific guidelines for documentation for the J&K region.

The documents authorized by Ministry are as below:

For Proof of Identity (All Identity proof to contain photograph)	
1	Passport
2	Arms Licence
3	Driving Licence
4	Election Commission I Card
5	Ration Card (with photograph of the applicant)
6	CGHS/ECHS Card
7	Address card with photograph issued by Dept. of Post, Govt. of India
8	Current Passbook of Post Office/any Scheduled Bank with photograph
9	Photo Identity card (of Central Govt./PSU or State Govt./PSU only
10	Pensioner's card with Photograph
11	Freedom Fighter Card with Photograph
12	Kissan Passbook with photograph
13	Income Tax PAN card
14	Photo Credit Card
15	Smart card issued by CSD, Defence/Paramilitary
16	Photo Identity Card issued by Government recognised educational institutions (for students only)

For Proof of Address (All Address proof to contain photograph)	
1	Passport
2	Arms Licence
3	Driving Licence
4	Election Commission I Card
5	Ration Card (with address)
6	CGHS/ECHS Card
7	Address card with photograph issued by Dept. of Post, Govt. of India
8	Current Passbook of Post Office/any Scheduled Bank
9	Photo Identity card with address (of Central Govt./ PSU or State Govt./PSU only
10	Pensioner's card with Address
11	Freedom Fighter Card with Address
12	Kissan Passbook with Address
13	Income Tax Assessment Order
14	Credit Card Statement (not older than last 3 months)
15	Telephone Bill or fixed landline (not older than last 3 months)
16	Permanent Residency Card issued by J&K Govt.

Documents required for North-Eastern states

1. Please furnish proof of identity/address by furnishing any of the following:
    - Income Tax PAN
    - Photo Credit Card
    - Photo Identity Card
    - Passport
    - Arms License
    - Driving License
    - Any other document containing photograph
2. In case of Govt. of India Undertaking/Govt. of India Officers/ State Govt. Officers, the aforesaid identity/address

self certification should be done on letter head other requirement to be despensed with. Designation of the co-ordinationg office can be consulted in case of need.

3. For foreign missions/foreign agencies operating in India it is important that the name and the designation of the officer authorised should be listed along with mobile number where possible. in the case of foreign national and station subsciber there local references must be given.

Resource: State Portal of Arunachal Pradesh

Exercise

1. Write down any four documents for proof of address.

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2. Write down any four documents for proof of identity.

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UNIT 2.4: Call Centre Specific Concepts

Unit Objectives

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

1. Understand the key concepts that are specifically related to CCE job
2. Understand concepts like first call resolution, service level agreement and TAT

2.4.1 Attendance and Time in Office

Office Timings

- CCE should reach office on time.
- Ideally one should be in office at least 15 minutes before the start of the shift.
- The office duration is generally 9 hours in a call centre.

Call Login Hours

- In most organizations, login time is generally 8 hours.
- Login time is the time during which an executive is logged into the system and is ready to take calls or is taking a call. Login time also includes hold and wrap-up time.

Timing for Call (Time Zone)

- Operation hours of a company should be in tandem with the time zone of the customers who are being serviced.
- For example, in case clients require us to serve the US customer base, then the call centre staffing should be mapped as per the US time zone.
- Holidays of the call centre staff generally depend on the geography of the customers being serviced.
- For example, in case the area of service is South India then, the list of holidays relevant to South India will be applicable.

2.4.2 Call Centre Metrics

- Average Call Handle Time (ACHT) is measured by the call duration of customer care representative. Lower the ACHT, more is the profitability of business.
- AHT refers to Average Hold Time. It indicates the duration for which the executive has placed the customer on hold.
- ACHT's importance to the company is strictly financial and is directly related to the Service Level Agreement. Higher ACHT impacts business profitability, hence, it is important to address the customer queries in a timely manner.
- AUX refers to Auxiliary work state. It indicates to the time the call centre agent is unavailable but not working

on wrap-up or other contact-related events. Some call centre's use Aux (or equivalent) with codes that indicate where the call centre agent's time is spent - breaks, lunch, training, special projects, etc.

- CSAT Surveys- Customer Satisfaction (CSAT) surveys are surveys which are rolled out by the company to involve their quality department in order to obtain a direct feedback from the customers. In telecom call centre a post call CSAT message is sent to the customer after the agent disconnects. This CSAT message is used to determine whether customers are satisfied with their call centre experience. For e.g. the following text message is sent to the customer: "Hi, you just spoke to ABC_9236. Let us know if you were happy with the experience. Reply toll free with 'Y' or 'N'".

2.4.3 First Call Resolution (FCR)

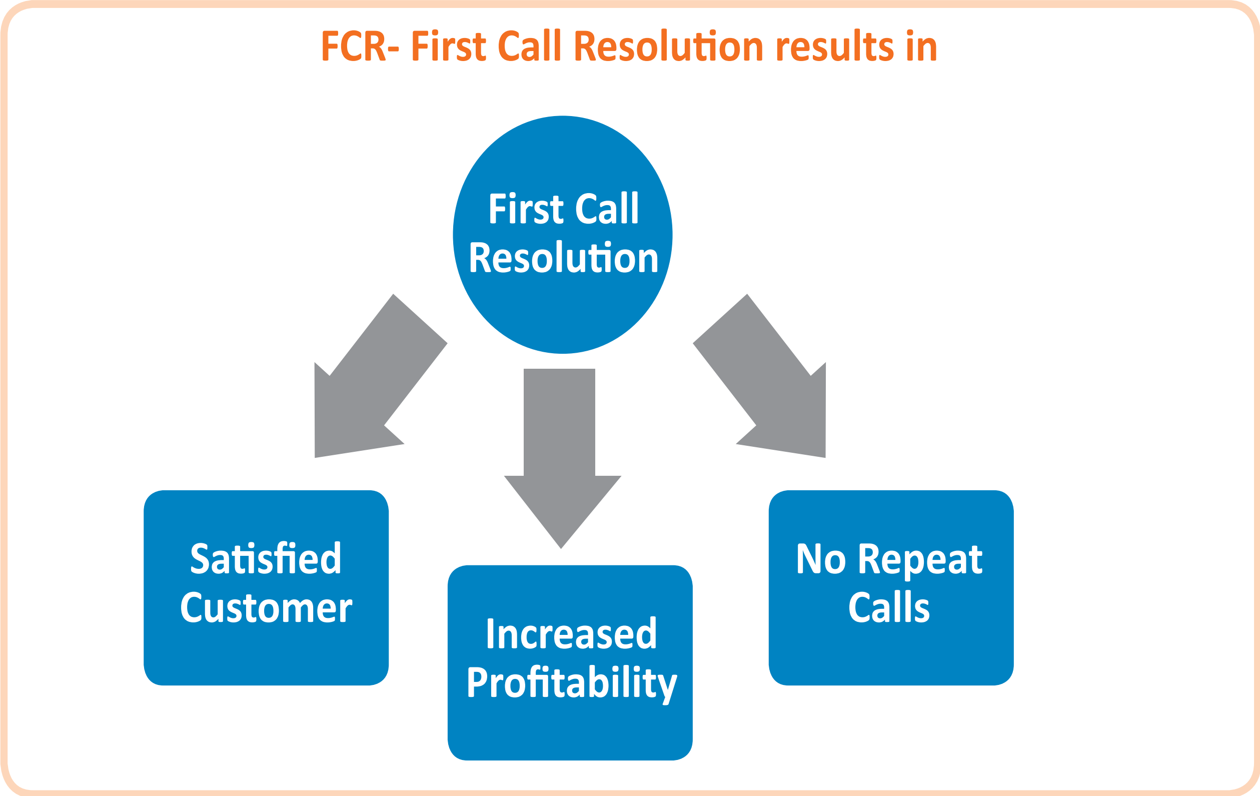

Fig. 2.4.1 Result of first call resolution

2.4.4 Service Level Agreement

1. SLA takes place between the end client and the service rendering party.
2. SLA involves:
   a) Answering certain number of calls in a defined weight threshold. For example: x percent of calls need to be answered in y seconds or less.
   b) Service level is the most important speed-of-service measure in a call centre.

2.4.5 Response Time/TAT

Turn Around Time (TAT)

It is mandatory to inform the TAT of request/complaint to the customer.

1. TAT for Complaints:

   Turn Around Time is the time elapsed between complaint registered and complaint resolved.

2. TAT for Processes, Products and Services:

   Might vary from provider to provider. However, general requests like voice mail activation, international dialling activation takes around four hours post which customers power cycle their handsets to avail benefits of the services.

Exercise

Fill in the blanks

1. The office duration is generally ________________________ hours in a call centre.
2. ____________________ is the time during which an executive is logged into the system and is ready to take calls or is taking a call.
3. __________________ and _____________________ are the two code of ethics.
4. ACHT refers to _________________________________
5. ______________________ indicates the duration for which the executive has placed the customer on hold.
6. CSAT Surveys can be rolled out via __________________________ or in the form of text messages.
7. _____________________ is the time elapsed between complaint registered and complaint resolved.
8. Customer Retention is linked to customer _________________________
9. Your company has launched a new scheme for their customers. How will you ensure that you are fully informed about the service?

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UNIT 2.5: You at the Workplace

Unit Objectives

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

1. Understand the importance of Workplace Ergonomics

2.5.1 Workplace Ergonomics

Workstation Essentials

Office Furniture

- Alwasys use supportive and adjustable chair according to your height.
- A rigid height desk with a adjustable height and footrest must be used in the office.

Monitor

- Height or placing of the monitor screen is at below eye level or top
- Monitor must be placed correctly so that they reduce reflections and glare
- While working take regular breaks from sitting and do frequent changes in your postures

Sufficient Work Surface

- Workplace area should be good enough so that anyone can enter and move in the workplace smoothly and employees can do frequent changes in their postures easily
- Lockers or Almirah must be allocated to everyone for storage of their material.

Work Environment

- Normal temperature
- Not too loud
- Good lighting and air quality

2.5.2 Workplace Timings

The CCE gets one hour break during the entire day. The one hour break is divided into three intervals which include two short breaks of 15 minutes each and one long break for lunch/dinner of 30 minutes.

2.5.3 Respect at Workplace

Why do we need respect in the workplace?

- Improve team communication
- Strengthen employee retention
- Enhance organizational health
- Boost morale
- Reduce absenteeism
- Create stronger corporate culture and reputation
- Increase productivity

Exercise

1. What is Workplace Ergonomics?

 ____

 ____

 ____

 ____

2. Why is a break required?

 ____

 ____

 ____

 ____

3. Why do we need respect at workplace? List down five points.

 a) ______________________________________

 b) ______________________________________

 c) ______________________________________

 d) ______________________________________

 e) ______________________________________

4. Demonstrate the following:

 a) Your colleague is not feeling well and has to immediately leave from work. What do you do?

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b) One of your team members is facing a technical problem during his calls. What do you do to help him?

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UNIT 2.6: Data Confidentiality

Unit Objectives

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

1. Know the importance of data confidentiality

2.6.1 Information Security

Data or information is the main asset of an organization and its must be protected. This data could be:

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

The policies and procedures of your organization. It is important that as a Customer Care Executive you take all measures for information security. Information security is the protection of classified information from unauthorized access, use, disclosure, modification, inspection, recording or destruction. This data could be electronic data, physical data, etc.

- Do not reveal customer's personal and financial information to anybody other than the account holder.
- Classified information, written or verbal, cannot be told to any customer/competitor/any other person e.g. photocopy of customer information sheet etc.
- Do not share information about a customer with other customers.

2.6.2 Client Confidentiality

The client places a lot of trust in the organization and in the Customer Care Executive before sharing his information. It's crucial for the CCE to maintain that trust and faith by maintaining the confidentiality of the client's information.

The measures that many organizations take to maintain data security are:

- The personal data received from clients in any form such as hard copies or soft copies is destroyed or returned back after the completion of the work.
- None of the employees are allowed to bring any storage devices like memory cards, CD/DVD/ Blue Rays Disc, external hard disk, floppy disk, pen drive etc.
- At entry and the exit points, the security guards frisk the employees to check that none of the storage devices are carried in or out by any of the employees.
- Storage devices such as CDs, DVDs, pen drive, or any other are not allowed in the office premises without prior permission from authorized management team members.
- Many organisations use professional firewall system to restricts users from surfing or accessing unauthorized sites on the internet.

- Some companies uses a written Non-Disclosure Agreement (NDA) at the time of joining from each employee.
- In many place entrance in operations area is restricted by finger print software, as per the privacy norms.
- The server for the website should also be protected and it's crucial for the CCE to ensure that he doesn't use or access or try to dig for unauthorized information.
- Limited access to the network is given through login IDs and password protection.
- Passwords and access controls are well defined for authorized internal persons.

Exercise

1. Why do you think data confidentiality measures are taken in any organization?

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Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

3. Soft Skills and Professional Skills

Telecom
Sector
Skill
Council

TEL/N0100, TEL/N0101, TEL/N0102, TEL/N0103, TEL/N0104

Key Learning Outcomes

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

1. State the basic etiquettes required for making and attending calls
2. Show how to open and close a call using predefined scripts
3. Classify customer behaviour and deal with them accordingly
4. List the dos and don'ts of dealing with complaints
5. Explain the importance of time management and that of being organized
6. Understand the importance of communication in the workplace
7. Practice effective communication in the workplace
8. Understand the importance of decision making and assertiveness for your role
9. Practice decision making skills as required for your role
10. Handle objections and criticism from the customer with empathy
11. Identify, comprehend, and resolve customer issues
12. Recognise the needs of customers and identify ways to influence them to buy

UNIT 3.1: Telephone Etiquettes

Unit Objectives

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

1. Understand telephonic etiquette required
2. Demonstrate the opening and closing of a call using predefined scripts

3.1.1 Telephone Etiquette

The customer's impression of a CCE and the organization is influenced entirely by what the CCE says, and even more so, by how he/she says it. The voice reveals what a CCE thinks and feels regardless of the words he/she uses.

- When picking up the phone, introduce your company and yourself to the caller.
- Avoid using bad language or common slangs.
- Use these phrases frequently "May I help you", "You are welcome", and "Thank you".
- Treat the receiver with care. Put it down gently. Never slam the phone.
- Try to speak clearly so that the other person can understand what you are saying.
- Understand and practice the procedure for call transfers. When placing a call on hold, inform the caller of the same. Use the name of the person you are transferring the call to.
- Be attentive and keep your tone apleasant.
- Listen without interruption.
- Before initiating a call, mentally prepare yourself so that you know what you need to achieve and say.

3.1.2 Sales Call Etiquette

On a sales call, the customer needs to be convinced and for that it is important that he places his faith in you. He should trust you enough over the phone to be convinced to part with his money or at least agree to give you an appointment.

To ensure this, there are scripts which should be followed on a sales call.

Opening Script

"Good morning Mr. ABC This is PQR from XYZ. I'm calling you specifically to tell you about our new IT products which will meet your computer and IT related needs. Is this a good time to talk?"

Always ask for permission to continue.

Follow-up Script

"Good morning Mr ABC. This is PQR from XYZ. I'm calling you today because when we spoke last __________ you asked me to call back today to set an appointment. Would Thursday at 1pm be good for you?"

Hold

As a Customer Care Executive, it is important that we do not place a call on hold. We should place the call on hold only in three circumstances:

- To find any currently unavailable information.
- As a part of the transfer protocol.
- To research on the customer's account.

Before going on hold:

Three important things to be taken care of, when you are putting the customer on hold:

- Seek Permission.
- State the approximate duration of 'hold' (not > 2 min).
- State the reason for which 'hold' is required.

Hold Script

"May I place the call on hold for 2 minutes while I check with the engineering department about the time they will take to prepare a computer with your desired configurations?"

After coming back from hold:

- Thank the Customer for his patience.
- Appreciate his patience and apologize (if it took you a while to be back or if you have put him on hold for multiple times).

"I thank you for being on hold. I thank you for your patience. I have the information required. The engineering team suggested that they will be ready with the configuration of your computer in 10 days."

After every two minutes refresh the hold function and ask the customer's permission if you think you need more time.

Mute

This is a state of silence over the phone.

Please note: No customer appreciates a state of silence over the phone. Ensure that mute is used only when you have to cough, clear your throat, sneeze etc.

Transfer/Escalate

You should try to deal with all the customers' queries, requests and complaints. However, there are limits to your role and there are situations in which you would need to involve others. This is when the customer is to be transferred to another department or the supervisor in cases where the CRM is not able to help the customer further.

Ensure that you:

1. Inform the customer
2. Put the customer on hold

Escalation Script

"May I place the call on hold for 2 minutes, while I inform my supervisor about the concern?"

1. Dial the line. In case you do not get through within the stipulated time, come back and inform the customer again. (only in case of Transfer)
2. Educate the agent/supervisor to whom the customer is being transferred to.
3. Come back to the customer and introduce the agent/supervisor.

4. Close the call from your end.

Ending the Call

End the call in such a way that the customer should want to speak to you later again.

"Mr. ABC, it was pleasure talking to you. Once again, you were speaking to PQR. Please give me a call at this number if you have any other computer related need. We will be glad to help you. Thank you for your time. Thank you for calling XYZ. Have a nice day."

Exercise

1. When you answer the phone, you need to say your name and....?
   a) The name of the company
   b) "Hello!"
   c) How are you today?"

2. Why are telephone greetings so important?
   a) It is the first impression
   b) It shows that you are happy
   c) It shows that you are polite
3. When putting a caller on hold, what do you need to say or ask?
   a) May I please put your call on hold?
   b) "Would you like to be put on hold?"
   c) "I apologise for the inconvenience"
4. While transferring the calls what is better?
   a) Transferring the customer's call directly to the other department/person
   b) Connecting with the other department/person yourself, explaining the customer's query/complaint and then personally introducing the customer to the other department executive.
5. You are a CCE of an inbound call centre. How will you open a call with the customer when he calls you?

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UNIT 3.2: Dealing with Different Types of Customers

Unit Objectives

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

1. Clarify customer behaviour and deal with them according to the situation and their mood
2. List the dos and don'ts of dealing with complaints

3.2.1 Customer Behaviour

When dealing with any customer, you should consider factors that may be affecting their behaviour. Choosing the correct way of approaching these situations can greatly increase the chance of a positive outcome, and ultimately make your job more satisfying.

Angry Customer

A small mistake has made any customer mad.

How to Handle?

- Always let the customer finish talking. Don't interrupt customer in the conversation.
- Be polite in the conversation.

Demanding Customer

The customer who always need more than you can offer to him/her. This type of customers are not easily satisfied.

How to Handle?

- Be professional and stay polite at the time of handling.
- Don't be rude with the customers in the conversation but also remember not to being too friendly.

Passive Customer

The customer who always listens you carefully and when complaining they will sound apologetic.

How to Handle?

- The tone of your voice must be sound professional at the time of conversation.
- Carefully listen to the customer.
- Increase their confidence in the conversation.

3.2.2 Dealing with Complaints

Impulsive Customer

These Customers are difficult to advice as they want to buy in urge but don't have any specifications in mind.

How to Handle?

- Display all the useful products in front of the customers.
- Give as much information as you can.

Need-based customers: These customers are product-specific and only tend to buy items which they are habitual to or have a specific need.

How to Handle?

- Handle positively, give them ways and reasons to switch to other division products.
- Identify and confirm customer expectations.

Dos	Don'ts
• Keep breathing normally • Keep your tone normal and friendly • Listen to what the customer is saying • Keep taking notes • If organization is at fault, apologise • Never give excuses • If you promise something, do it	• Try to avoid the calls • Say it's not my fault • Say I didn't deal with this • Lose your temper • Appeal for sympathy • Jump to conclusions • Interrupt

Exercise

How will you handle a customer who...

1. Feels that you are trying to fool him with your products/services?

   ____

2. Doesn't know what he wants from the services?

   ____

3. Knows everything about the service and is angry because of something?

   ____

Practical

What will you do in the following situations?

1. An angry customer, who feels let down by service offered by one of the CCE, is demanding an apology by CCE.

   ____

2. Customer has called up to deactivate the ring tone which was earlier activated against his wish. The issue has not been sorted out in last 31 days.

   ____

3. Customer wants to change his plan and is not able to decide which plan to choose, help him choose the right plan.

   ____

UNIT 3.3: Time Management

Unit Objectives

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

1. Understand the importance of time management and being organised at the workplace

3.3.1 Time Management

Understanding Time Management

- Time Management means using our time in a way so that the right time is allocated to the right activity.
- Effective time management enables us to give specific time slots to specific activities as per their importance.
- It means making the best use of time as time is limited.

Features of Time Management

1. Setting goals and objectives
2. Setting deadlines
3. Delegrating responsibilities
4. Setting priorities for each activity
5. Spending the right time on the right activity

Urgent and Important Tasks	Non-Urgent but Important Tasks
DO NOW Handle customer complaints and issues Demands from superiors Meetings with superiors	**PLAN TO DO THEM** Planning and scheduling of next day activities Preparing or updating daily report
Non-Important but Urgent Tasks	**Non-Important and Non-Urgent Tasks**
REJECT AND EXPLAIN Trivial requests from customers Apparent emergencies Misunderstandings appearing in work Pointless routines or activities	**RESIST AND CEASE** Playing computer games Net surfing Excessive cigarette breaks Engage in chat, gossip, social communications Reading irrelevant and useless material

3.3.2 Being Punctual

- Strengthens and reveals your integrity
- Shows you are dependable

- Builds your self-confidence
- Shows your respect for others
- Shows your humility

3.3.3 Being Organised

- Being more focused and goal-oriented
- Being more productive
- Providing a good example for those that work with you and for you
- Working more economically, e.g. eliminating missed payments and late fees
- Reduction in work clutter and consequently reduction in stress
- Achieving a better work-life balance, which is very good for your health
- Setting and reaching goals more efficiently
- Presenting a more positive business image and thus gain a better reputation
- Appropriate prioritisation of tasks
- Becoming more flexible and more creative
- Achieving more energy and enthusiasm for what you're doing
- Finding freedom from chaos and disorder
- Reduction in obsolete or unneeded items
- Increase in income from attention spent on bringing in new business and maintaining current customer satisfaction

Exercise

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

   ____

   ____

2. What can you do to make sure that you are managing your time efficiently?

   ____

   ____

   - Prioritize
   - Work on the things timely

UNIT 3.4: Communication Skills

Unit Objectives

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

1. Understand the importance of communication in the workplace
2. Practice effective communication in the workplace

3.4.1 Communication Skills

What is Communication?

- Communication is the process of sending and receiving information among people.
- The purpose of communication is to get your message across to others. In fact, a message is successful only when both the sender and the receiver perceive it in the same way.

Why is Communication Important?

- Communication is the basis of our career and personal lives
- Helps in build respect in different aspects of life
- It helps to make friends
- It forms a ditinct pack of our personalty
- It reveals our ability to other

Essentials of Good Communication

For effective communication, the CCE has to focus on four important things. They are:

1. Understand the customer's communication style
2. Clarity in communication
3. The art of listening
4. The art of asking questions

3.4.2 Clarity in Communication

The Customer Care Executive should clearly communicate with peers/seniors about tasks at the Call Centre. Always communicate in a way that shows respect for your listeners and send your meaning to them. To communicate clearly, always be sure of following things:

- Know the meaning of your sentence before speak, first you should understand what you want to achieve after the communication.
- Always talk on main points. If you are giving extra information which is not related to the customer queries than your customer may get confused.
- At the time of speaking, always try to avoid making libelous remarks and give your best to focus on the customer behaviour.

3.4.3 The Art of Listening

Effective listening is an active endeavour. It's much more than just hearing what customers say. Good listeners project themselves into the customer's mind. Through effective listening, the Customer Care Executive demonstrates concern for the customer's needs by selecting appropriate merchandise to present to the customers.

Techniques for active listening include:

- Repeating or rephrasing information
- Summarizing conversations
- Tolerating silences

3.4.4 The Art of Asking Questions/Probing

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

Here are some guidelines for effective questioning:

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

Exercise

1. Why is communication important?

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Practical

1. Share an experience when you were angry with someone for not paying proper attention to you while you were talking.

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UNIT 3.5: Assertiveness and Decision Making Skills

Unit Objectives

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

1. Understand the importance of assertiveness
2. Understand the importance of decision making skills

3.5.1 Assertiveness

Sometimes a customer will demand special attention and will ask for every favour he/she can get. A CCE should be able to communicate clearly what kind of behaviour is acceptable and what is not. This doesn't mean putting a customer back in his/her place in an aggressive manner. A CCE is just communicating what he/she wants in a calm and assertive manner.

Assertive Individuals

- Stand up for their rights while respecting the rights of others.
- Communicate what they want in a clear manner.
- Have positive self-esteem and a good self-image.

Being Assertive

- While on phone use a pleasant firm voice, have clear pronunciation, maintain moderate speed and pitch, must have proper information.

3.5.2 Decision Making Skills

One good customer service skills you can have is the skill to make good decisions. When your customer has a problem you have to decide what action to take and how to fix it. If you don't do anything you'll have one grumpy client.

You have to see which decisions has the biggest benefit. You have to ask yourself what choice will make the biggest positive impact. Always take action.

As a customer service representative you are responsible for helping the customer out as best as you can. You can help him in various ways. Maybe you only have to point out certain facts to them. Maybe you have to patch them through to the right department. Any way you have to help the customer as best as you can.

Anatomy of a Decision

1. Identify the problem/ goal
2. Get information
3. Think of alternative

4. Choose the optimum solution
5. Implement your decision

Exercise

1. Tick the assertive statement

Read the following statements made by Employee 1 to 5. Now tick the assertive statements.

Manager: Though it is 7pm, I want you to finish the work today itself. We have to deliver this tomorrow at 11 a.m.

a) Employee 1: This is very difficult. I am sorry but I cannot do this. My working hours get over at 5.30 pm.

b) Employee 2: Okay but it is really difficult. If you still insist, I will do it.

c) Employee 3: No, this cannot be done. My wife is not well. I have to be back home on time. I am already late.

d) Employee 4: Yes, I understand but it is difficult for me to stay back. I am taking some work home. I can be in office early tomorrow and can finish off the rest.

e) Employee 5: This can be done tomorrow too. If you pressurize, I cannot help it.

2. Imagine a situation when you as a CCE has to tell a customer that his problem can be solved only in a day's time and not in an hour. The customer is arguing that he wants it to be fixed as soon as possible. What will you do?

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3. Think of a situation in your personal life when you had to take a decision. What all things you considered before taking the decision? Share the experience.

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UNIT 3.6: Objection Handling

Unit Objectives

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

1. Handle objections and criticism
2. Empathize with customer's problems, criticism, and suggestions

3.6.1 Objection Handling

When you are selling a product or service in your business, you need to be able to anticipate and handle your customers objections as they arise. Your business will also benefit from your ability to recognise, follow-up and convert good leads into sales.

3.6.2 Coping with Criticism

Responding calmly and rationally to unwarranted criticism:

Dealing with your Initial Response

Your immediate response is the most important – it has the greatest scope for making things easier or difficult. The recommended approach to overcome the natural urge to express your anger or fight back:

- Remain calm
- Have the point repeated
- Open up both perspectives
- Move on politely

3.6.3 Express Empathy to Customers

Use Empathic Phrases:

- "I can see why you feel that way"
- "I see what you mean"
- "That must be very upsetting"
- "I understand how frustrating this must be"
- "I'm sorry about this"

For example: A customer calls at the customer care and lodges a complaint of not rendering a particular service. You can answer him/her as:

"As I understand it, you are quite rightly upset because we were not able to enable the telecom services that we promised you last week".

Or

"I understand why you are upset. I would be too. I am very sorry that we didn't get the service to you on time".

Or

"I am right away taking your complaint to the concerned department.

It will be solved in next three hours."

Exercise

Fill in the blanks:

1. Stepping into customer's shoes is called ____________________.
2. A ______________ attitude will help the customers understand that you are selling a good product or a service.

Practical

1. An irate customer calls you with a complaint that his mobile network always troubles him during his travel. How will you handle it?

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UNIT 3.7: Comprehension and Problem Solving Skills

Unit Objectives

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

1. Identify customer's problems and offer a solution to them

3.7.1 Problem Solving Skills

For a CCE to work effectively and efficiently, it is necessary to identify and comprehend problems right at the first step. It helps in achieving more work in less time.

Problem-Solving

- Identify the problem
- Generate alternative solutions
- Evaluate the solution
- Choose the best/ optimum among the alternative solutions
- Implement and evaluate the chosen solution

Problem Solving Examples

- At the billing counter the customer line-up is moving too slowly - The CCE should stop all unnecessary conversation with the customers and refer complex matters to the senior executive.
- Angry customers who are not happy with the service or with the procedure - CCE must attempt to cool the customers, discover the source of unhappiness and provide a remedy if possible.
- In case of a bank payments have not been properly credited to a customer's account - CCE again reassure the customer to trace what happens.
- Some information is missing from a customer's account - CCE must check files and talk to co-workers to locate the missing documentation.
- At the billing desk the cash does not balance at the end of the day - CCE must try to find the error. If an error is not found, they may have to reimburse the difference themselves.

Exercise

1. Choose any example from above and solve it using the following 3 steps:
   a. Identify and comprehend the problem
   b. Problem solving process
   c. Educate customer & communicating the resolution
2. List any two barriers to effective problem solving.
   a. ____
   b. ____

Practical

1. Imagine that the payments have not been properly credited to a customer's account. What do you do to solve the problem?

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UNIT 3.8: Selling Skills

Unit Objectives

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

1. Recognise the need of customers and how to influence them to buy
2. Understand the sales process

3.8.1 Selling Skills

What is Selling?

Selling is trying to make sales by persuading someone to buy one's product or service. It has different parts like advertising, promotion, public relations and direct marketing. Selling involves a salesperson who helps the customer fulfill his needs and facilitates the matching of what you have to offer with what the buyer wants to buy.

Selling Process

Before the Sale - Preparation:

- Know your products, competitors
- Know your customer
- Be informed about current sales and promotion
- Know about payment plan and modes of payment

During the Sale- Approach and Greeting:

- Describe product plan and features
- Recommend and help customer choose the right plan

After the Sale - Building Future Relationship:

- Customer queries and complaints
- Up-selling
- Cross-selling

3.8.2 While Taking an Order

There are situations where the customer has called to place an order. You need to be a good listener and need to pay attention to details. It will be an advantage if you know all the products offered by your company, so that you can offer the customers more choice. In such a case:

STEP 1: Always open by greeting the customer. Next confirm that the call is to place an order. Confirm the product name in full.

STEP 2: Read the script slowly and clearly. Do not hurry or mumble. Ask for the customer's details first. This way, if you have a repeat customer, the details will show up on your computer.

STEP 3: Type in the details provided by the customer accurately into the application.

STEP 4: Assure the customer that you are selling an excellent product.

STEP 5: Confirm the mode of payment, whether by cash or credit card.

STEP 6: Remember to repeat the order clearly and completely. Confirm the amount to be paid by the customer.

STEP 7: Mention the delivery time in terms of the working days. Be sure of the delivery time before you commit to the customer.

STEP 8: Leave the customer by giving a customer service number for further help. Ask if there is anything else you can do to help.

Exercise

1. What do you think is the purpose of sales?

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2. List any four barriers to effective problem solving.

   a) ____

   b) ____

   c) ____

   d) ____

Practical

1. You have to call a customer and sell a new scheme that your organization has launched. How will you sell the service?

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4. Technical Skills

Unit 4.1 – Understanding CRM
Unit 4.2 – Making and Receiving Calls
Unit 4.3 – Understanding and Using Software Applications

TEL/N0100, TEL/N0101, TEL/N0102, TEL/N0103, TEL/N0104

Key Learning Outcomes

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

1. Use CRM effectively with complete and correct tagging
2. Explain how to make and attend calls
3. Demonstrate how to do call transfer, call hold and call forward.
4. Demonstrate the usage of different IT applications used to search customer details in the database
5. Show how to fetch information about products, processes and services for the customer

UNIT 4.1: Understanding CRM

Unit Objectives

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

1. Understand the concept and benefits of CRM

4.1.1 CRM

What is CRM?

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

4.1.2 Benefits of CRM

How Does CRM Benefit your Business?

CRM benefits are often misunderstood as an application or a tool, but in the real sense of the term it is a way of doing business. There can be innumerable reasons for businesses to implement CRM. However, let's take a look at few of the most apparent benefits of using CRM.

- 360 degree view of business
- Organizational-level data sharing
- Centralized customer interaction
- Improved customer support
- Increased customer satisfaction
- High rate of customer retention
- Boosts new business
- Increased revenue at low cost

CRM when used efficiently and effectively can have the above benefits. But how do we use it effectively?

- Update information accurately
- Update complete information
- Update all customer requirements
- Ensure that you save and submit information
- Check for old information and update the same when required
- Check for missing information and update if you see anything blank

Before you update CRM or any kind of customer information it is important to identify if you are speaking to the right person. How do you know that you are speaking to the right person?

Identification & Verification is the process to check if you are speaking to the right person. Let us look at some common questions asked for verification in the telecom industry:

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

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

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

Exercise

1. What is CRM?

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2. What are common security questions?

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3. Why is it important to verify a caller?

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UNIT 4.2: Making and Receiving Calls

Unit Objectives

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

1. Understand the concept of Making and Receiving Calls
2. Demonstrate how to make and recieve calls
3. Demonstrate how to do call transfers, call hold and call forward

4.2.1 Making and Receiving Calls

How to Make and Receive Calls

Technology which a CCE needs to familiarize himself with at a call centre goes beyond computers. Call centres today also have advanced telephones.

Telephone sets may look complicated but are really easy to use.

CISCO AVAYA ASPECT

Fig. 4.2.1 Types of telephones

How to Make and Receive Calls

In a call centre it is important to work with technology, and technology does not only relate to computers. Call centre today also have advanced with telephones.

Telephone sets may look complicated but are really easy to use. Lets look at some telephone sets and large service providers.

Like a mobile phone these sets have a manual button to answer a call, however mostly all call centres today have an auto answer mode set as default to 1 ring. But if you do have a manual answer facility make sure that you answer the call in 2 rings as this gives you enough time to prepare for the opening and also does not make your customer wait long.

4.2.2 Concept of Call Transfer, Call Hold and Call Forward

We all know that working in telecom industry is a complex process as not all issues can be resolved by 1 person, you will need to transfer the call to other departments and for this telephone sets are built to handle this function easily and is really simple. Lets look at what buttons you need to press to transfer a call:

1. Press on hold
2. Dial department number
3. Press on conference
4. Press release or transfer to exit

Exercise

1. Within how many seconds should you answer a call?

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Practical

1. Use the mobile to demonstrate the call answering time and hold process

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2. Use your mobile to demonstrate call transfer process

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UNIT 4.3: Understanding and Using Software Applications

Unit Objectives

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

1. Understand different software applications used
2. Explain different software applications used to search customer details in database
3. Use relevant applications effectively

4.3.1 Various Software Applications

Telecom Call Centre Executives will need to work on multiple applications like:

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

Intranet Site

You will need to look at company's intranet site for new products and features.

Call Taking Application

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

Customer Information System

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

Account Information

Like customer information, account related information is also maintained differently. However, it is linked to the customer information. If you need to check information on tariff and other Value Added Services (VAS), you would need to look into the account information screens.

Call Log and Billing Information

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

4.3.2 Swapping

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

- Use the keyboard

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

Exercise

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

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

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5. Computer Knowledge and Practice

TEL/N0100, TEL/N0101,
TEL/N0102, TEL/N0103,
TEL/N0104

Key Learning Outcomes

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

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

UNIT 5.1: Introduction to Computer

Unit Objectives

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

1. Know what is a computer and its different parts

5.1.1 Computer

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

Fig. 5.1.1 Computer

5.1.2 Computer Hardware

Computer hardware comprises of the following:

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

2. Processing Devices

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

Fig. 5.1.2 Keyboard

3. Output Devices

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

4. Storage Devices

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

Fig. 5.1.3 Monitor

Fig. 5.1.4 Printer

Fig. 5.1.5 Hard disk

Fig. 5.1.6 RAM

Fig. 5.1.7 USB drive

5.1.3 Software

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

1. System Software
2. Application Software

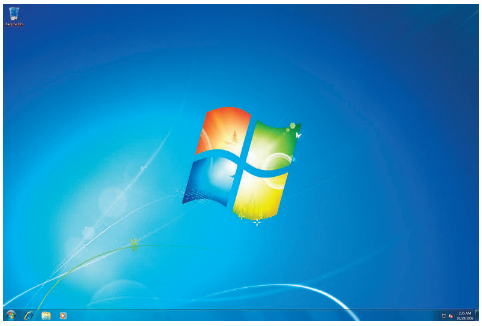

Fig. 5.1.8 Application software in window

System Software: An operating system or OS is a System Software that enables the computer hardware to communicate and operate with the application software or the user. Without a computer System Software, a computer and application programs would be useless. This is an interface between Hardware and user/application software. Windows XP, Windows 7, Windows 8, Mac OS, Linux, Unix etc. are the OSs and used as a system software. Other types of System Software are 'System Utilities' and 'Language Translators'.

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

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

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

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

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

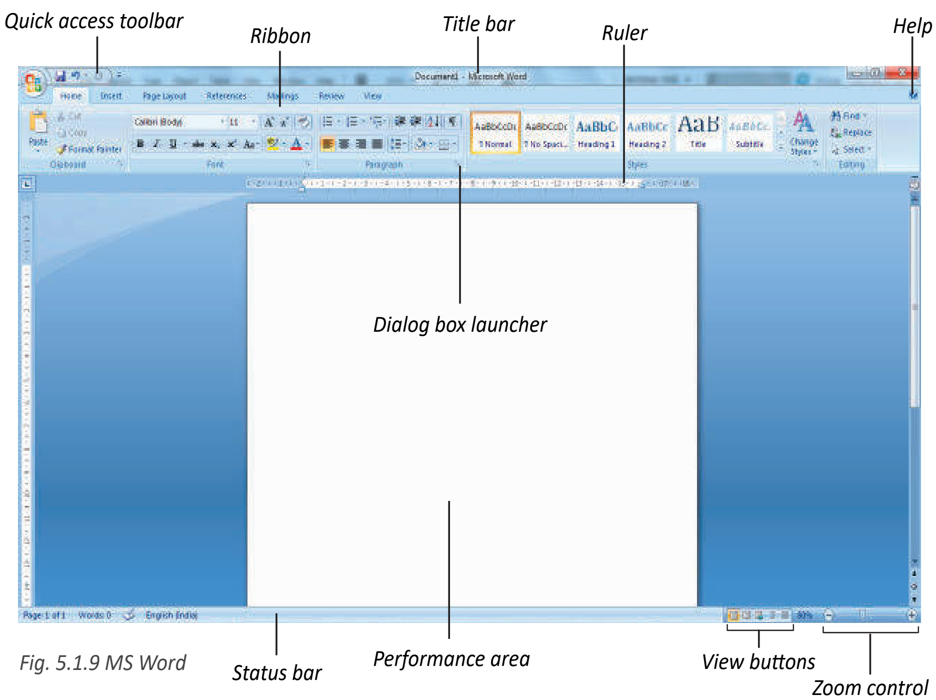

Fig. 5.1.9 MS Word

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

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

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

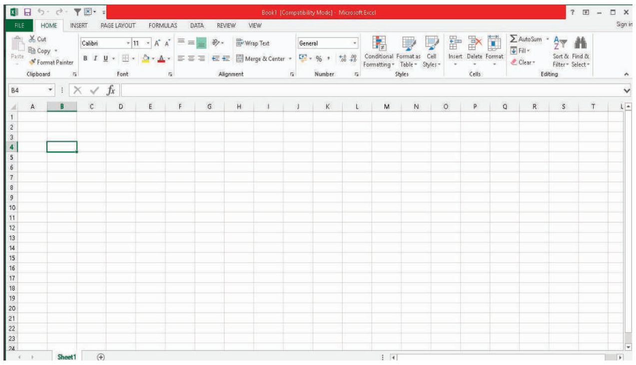

Fig. 5.1.10 MS excel

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

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

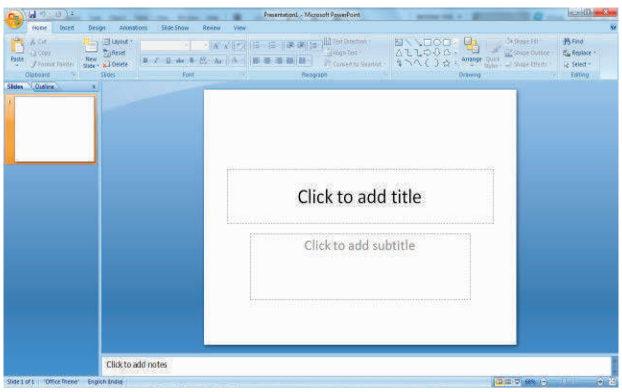

Fig. 5.1.11 MS powerpoint

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

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

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

Starting an Application (Windows 7 or earlier)

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

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

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

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

Exercise

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

UNIT 5.2: Microsoft Word

Unit Objectives

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

1. Understand the use of MS-Word

5.2.1 Microsoft Word

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

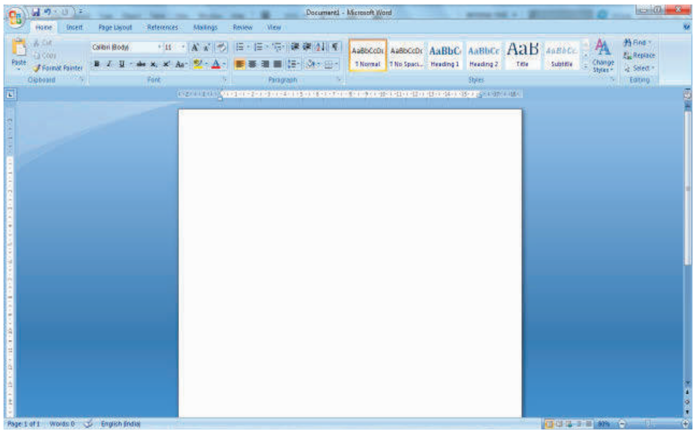

Fig. 5.2.1 MS word

5.2.2 Starting With MS-Word

Opening Word

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

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

Creating a New Document

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

Opening a Current/ Already Stored Document

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

5.2.3 The Title Bar

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

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

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

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

Fig. 5.2.2 Title Bar

5.2.4 The Ribbon

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

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

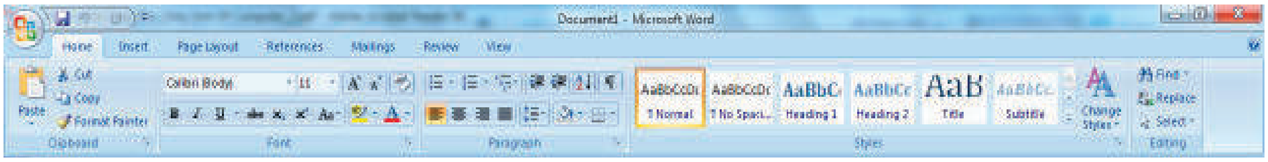

Fig. 5.2.3 Home tab

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

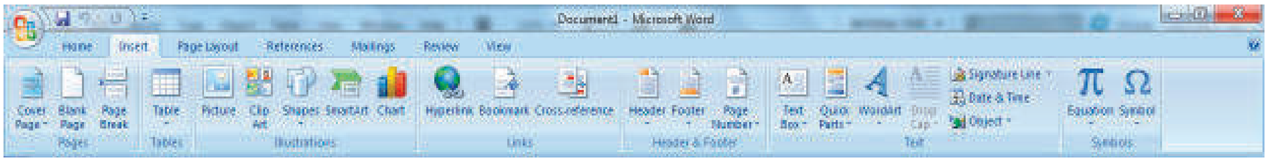

Fig. 5.2.4 Insert tab

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

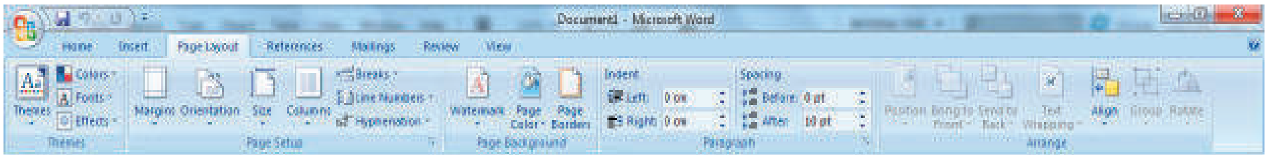

Fig. 5.2.5 Page layout tab

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

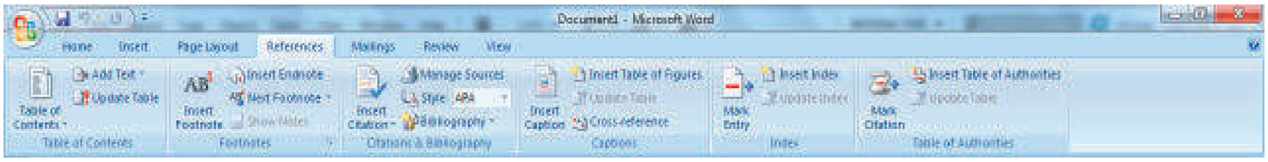

Fig. 5.2.6 Reference tab

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

Fig. 5.2.7 Mailing tab

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

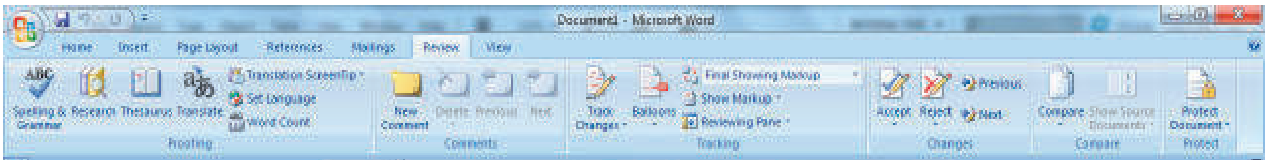

Fig. 5.2.8 Review Tab

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

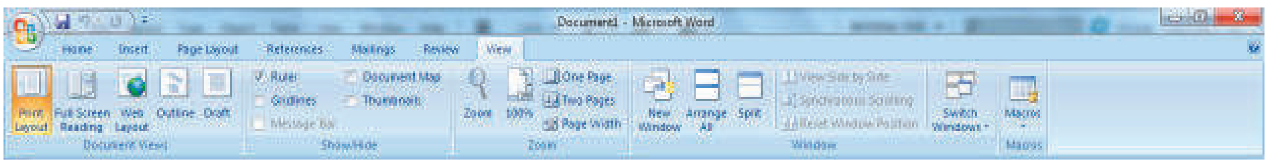

Fig. 5.2.9 View tab

5.2.5 Typing Text

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

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

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

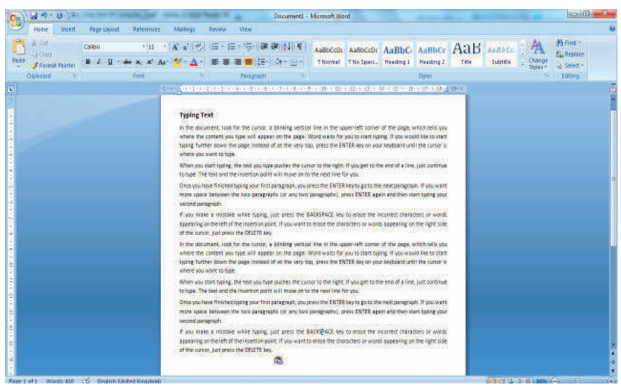

Fig. 5.2.10 Typing text in a word document

5.2.6 Formatting Text

Character Formatting

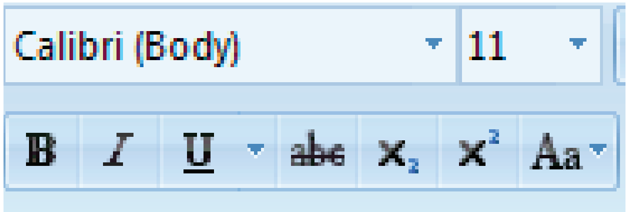

Fig. 5.2.11 Formatting text

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

5.2.7 Formatting Documents

Adjusting Line Spacing

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

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

Earlier Word versions *Newer Word versions*

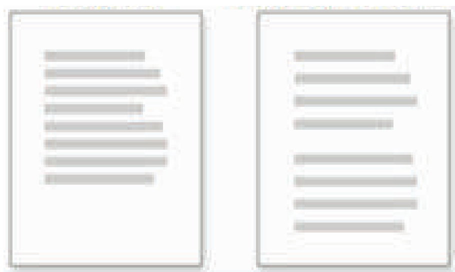

Fig. 5.2.12 Adjusting line space

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

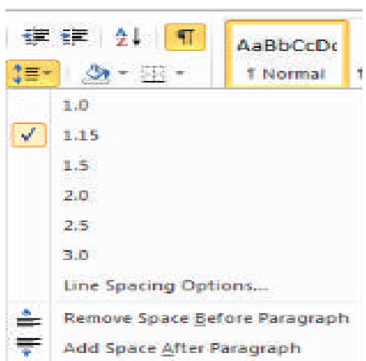

Fig. 5.2.13 Adjusting line space

Paragraph Formatting

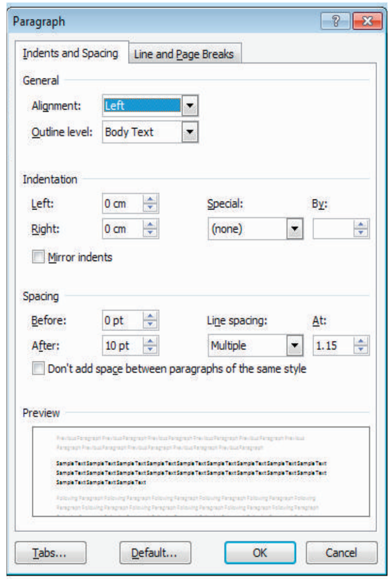

Fig. 5.2.14 Paragraph formatting

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

Page Orientation

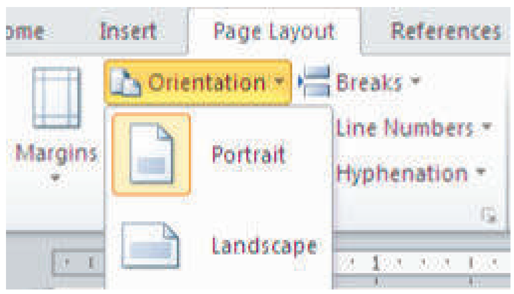

Fig. 5.2.15 Page orientation

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

Changing Page Orientation

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

Bulleted or Numbered List:

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

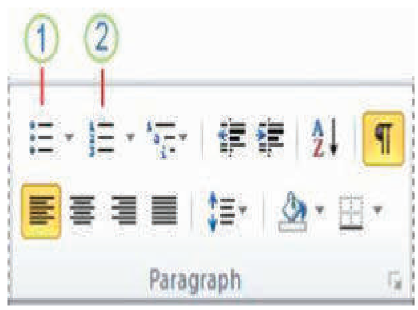

Fig. 5.2.16 Bullet/number list

Inserting Bullets or Numbers:

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

Select Bullets or Numbering Style:

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

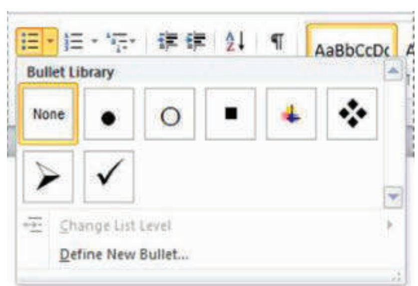

Fig. 5.2.17 Bullet/number style

Working with Graphics

Inserting Shapes: There are multiple shapes which can be used in a word document. There are lines, arrows, basic geometric shapes, flowchart shapes, equation shapes, banners, callouts and stars. After adding one or more shapes, you can add text, bullets, numbering, and Quick Styles to them.

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

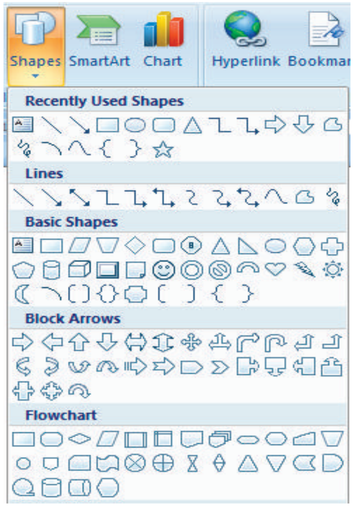

Fig. 5.2.18 Inserting different types of shapes

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

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

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

Fig. 5.2.19 Text box

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

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

Insert Clip Art:

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

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

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

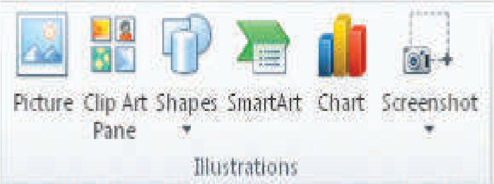

Fig. 5.2.20 Clip Art

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

5.2.9 Tables

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

Inserting a Table in your document

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

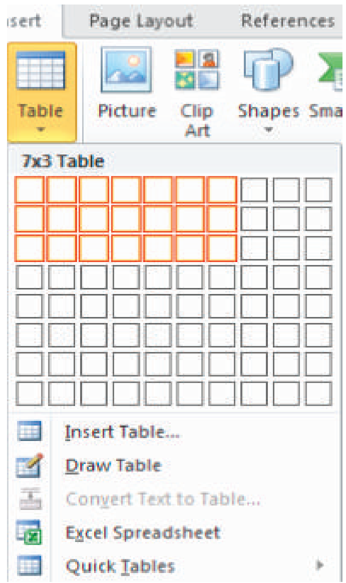

Fig. 5.2.21 Inserting table

Adding a Row or a Column in a Table

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

Deleting a Table

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

Deleting Content in Tables

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

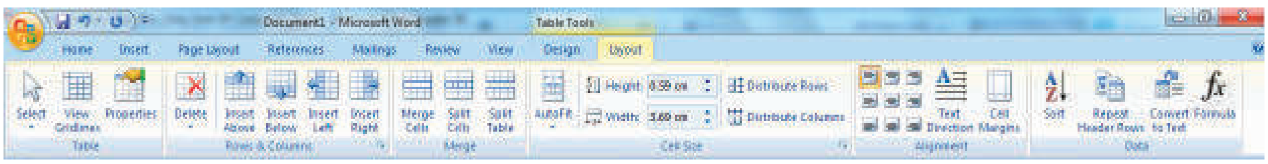

Fig. 5.2.22 Table editing

5.2.10 Headers, Footers and Page Numbers

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

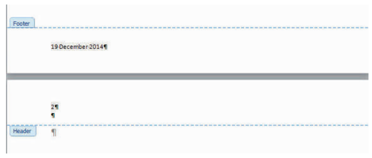

Fig. 5.2.23 Header and footer

Adding Page Numbers

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

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

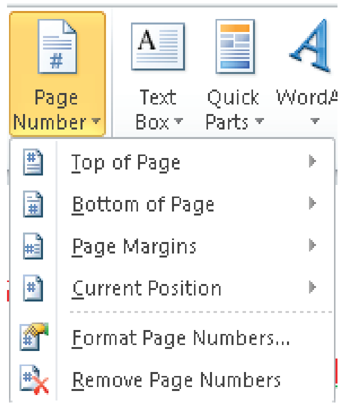

Fig. 5.2.24 Edit page number

Adding Header or a Footer

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

Removing the Page Numbers, Headers or Footers

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

Fig. 5.2.25 Close header and footer

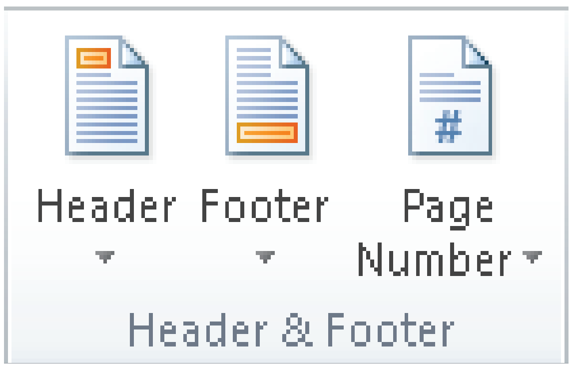

Fig. 5.2.26 Header and footer

5.2.11 Finalising a Document

Using the "Spell Check" Feature

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

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

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

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

Print Preview

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

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

Print

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

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

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

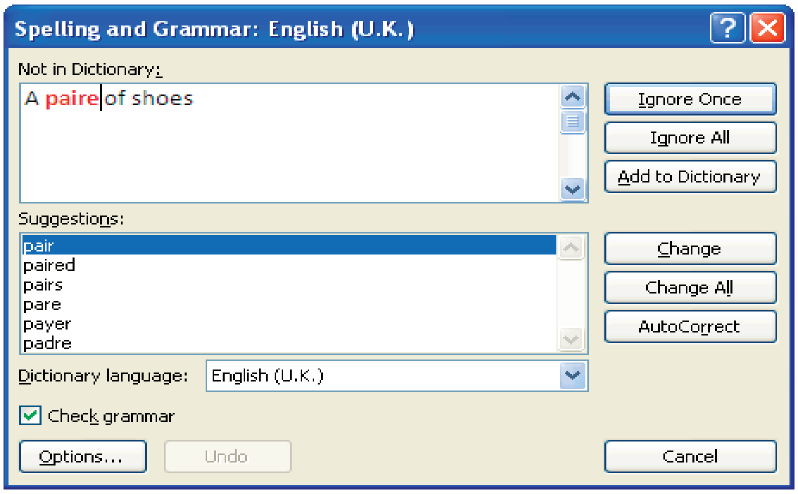

Fig. 5.2.27 Spell check

Save a Document

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

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

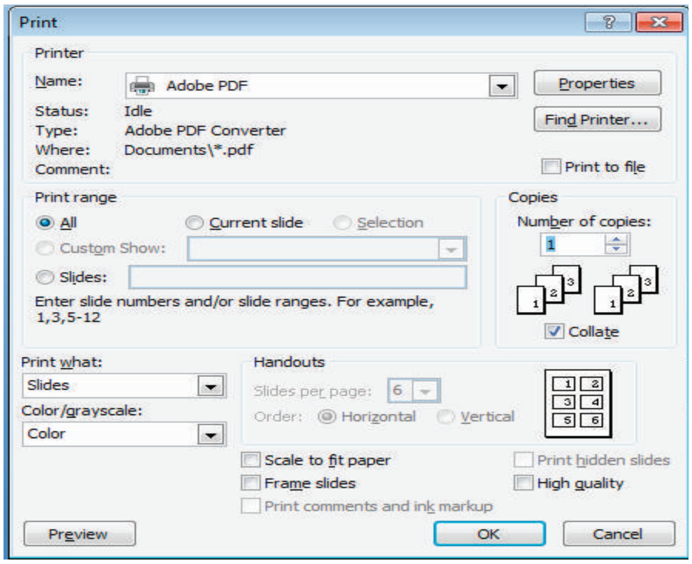

Fig. 5.2.28 Print preview

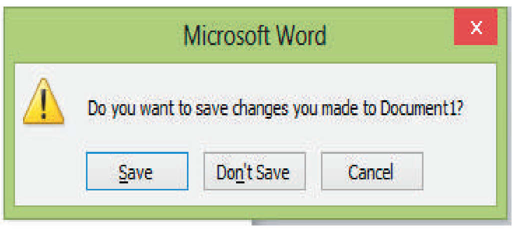

Fig. 5.2.29 Save a document

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

Practical

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

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Exercise

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

Notes

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UNIT 5.3: Microsoft Excel

Unit Objectives

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

1. Understand the use of MS Excel

5.3.1 Microsoft Excel

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

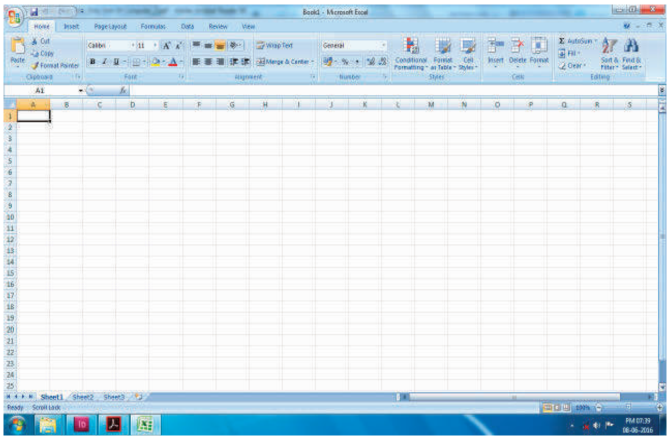

Fig. 5.3.1 MS Excel

5.3.2 The Ribbon

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

Fig. 5.3.2 Ribbon

Tabs available in MS Excel

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

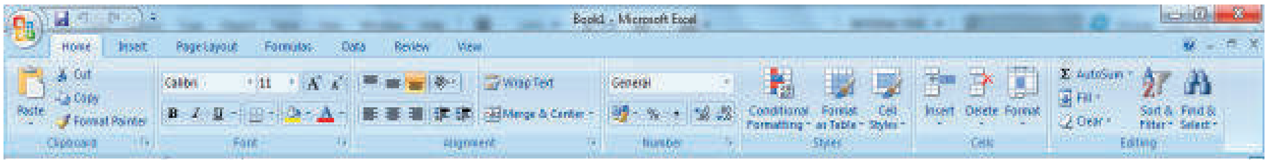

Fig. 5.3.3 Home tab

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

Fig. 5.3.4 Insert tab

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

Fig. 5.3.5 Page layout tab

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

Fig. 5.3.6 Formulas tab

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

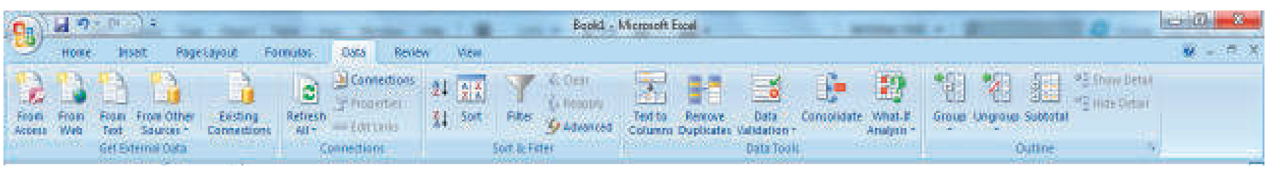

Fig. 5.3.7 Data tab

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

Fig. 5.3.8 Review tab

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

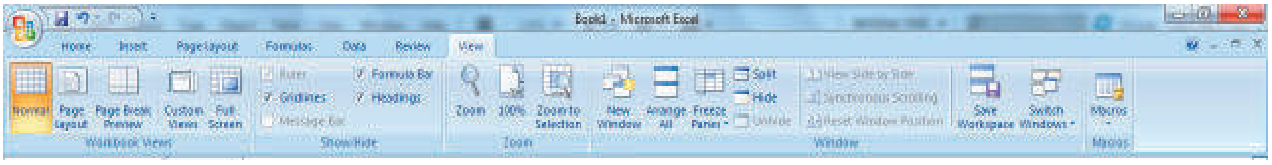

Fig. 5.3.9 View tab

5.3.3 Components in the Workbook

Name Box

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

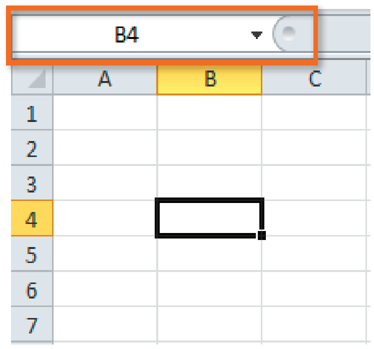

Fig. 5.3.10 Name box

Formula Bar

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

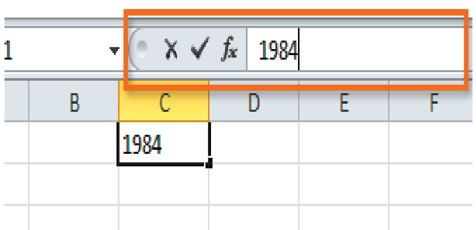

Fig. 5.3.11 Formula bar

Row

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

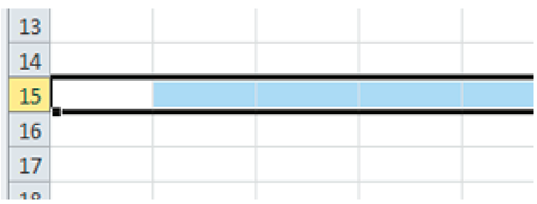

Fig. 5.3.12 Row

Column

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

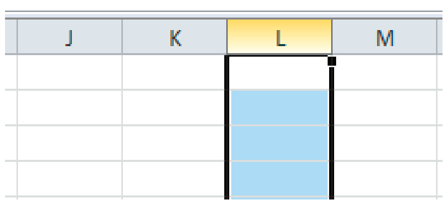

Fig. 5.3.13 Column

Worksheets

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

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

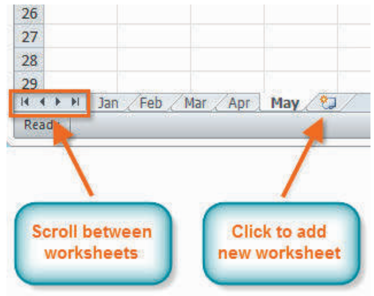

Fig. 5.3.14 Worksheets

5.3.4 Getting Started

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

Opening Excel

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

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

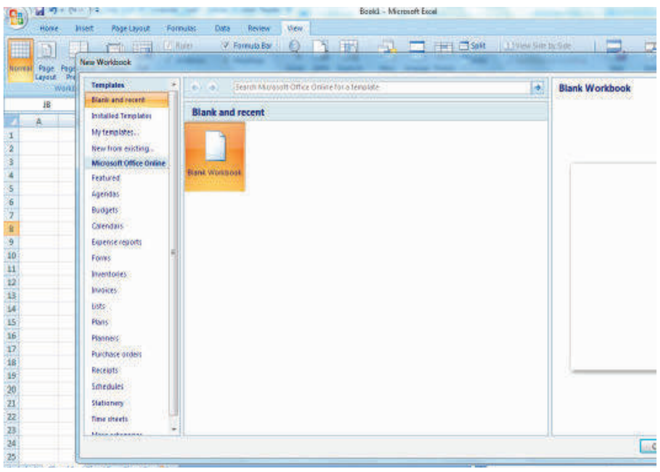

Fig. 5.3.15 Starting with excel

Create a New Workbook

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

Find and Apply Template

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

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

5.3.5 Enter Data in a Worksheet

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

The cell

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

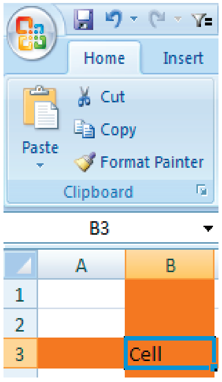

Fig. 5.3.16 Cell

Cell content

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

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

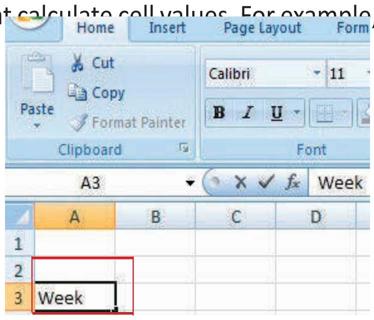

Fig. 5.3.17 Inserting content in a cell

To insert content:

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

To delete content within cells:

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

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

To delete cells:

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

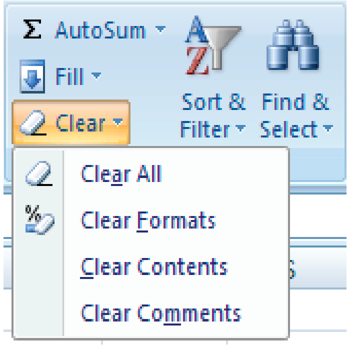

Fig. 5.3.18 Deleting content from a cell

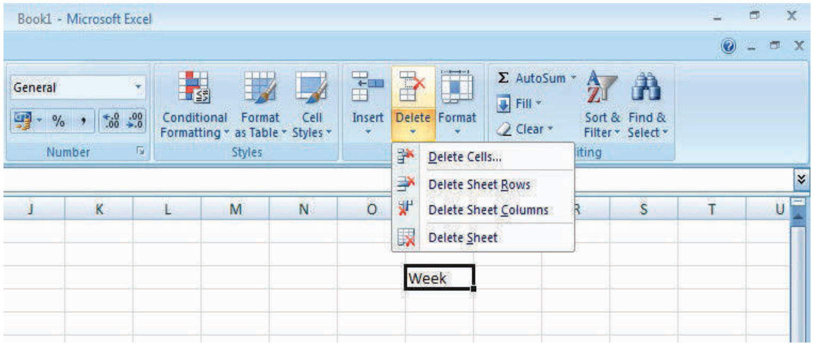

Fig. 5.3.19 Deleting the cell

5.3.6 Cut, Copy and Paste Data

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

Moving or Copying Cells

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

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

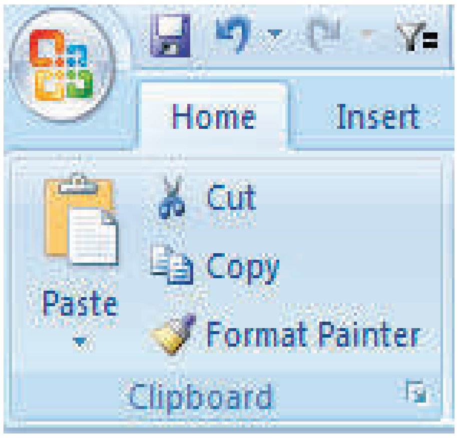

Fig. 5.3.20 Cut, copy and paste data

5.3.7 Column Width and Row Height

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

Set Column's/Row's Width/Height

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

Automatically Fit Column/Row Contents

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

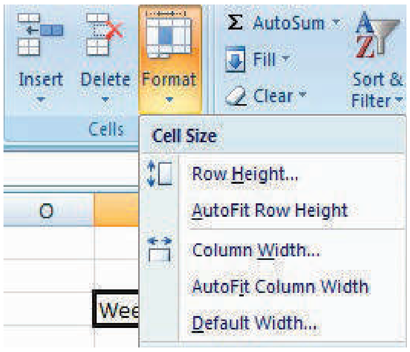

Fig. 5.3.21 Column width and row height

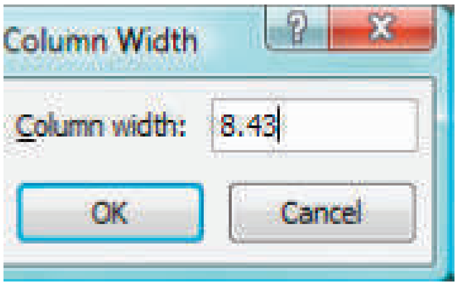

Fig. 5.3.22 Setting of column width

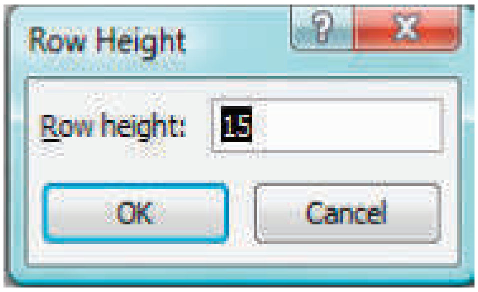

Fig. 5.3.23 Setting of row height

Set Column/Row Width/Height with Mouse

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

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

To change the width of multiple columns/rows:

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

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

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

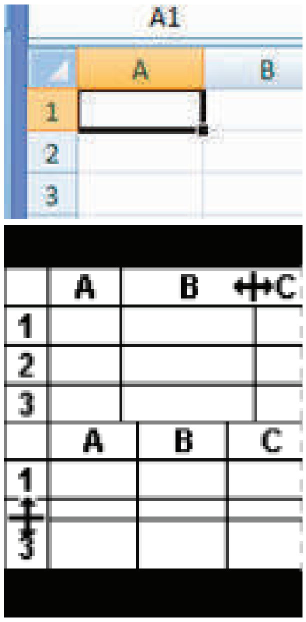

Fig. 5.3.24 Adjusting of column/row content

5.3.8 Merge or Split Cells

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

Merge and Centre Cells

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

Fig. 5.3.25 Merge and centre cells

Merge Cells

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

Split Cells

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

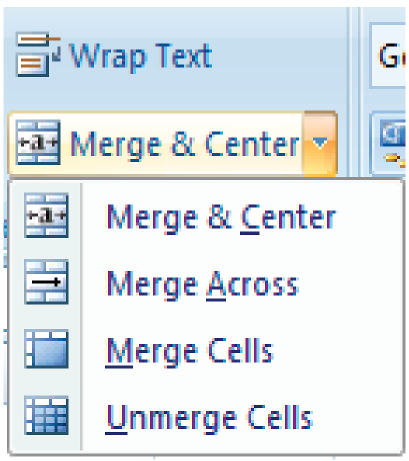

Fig. 5.3.26 Merge cells

5.3.9 Formatting Spreadsheets

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

Wrap Text

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

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

Fig. 5.3.27 Wrap text

Format Numbers

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

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

Cell Borders

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

Apply Cell Borders:

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

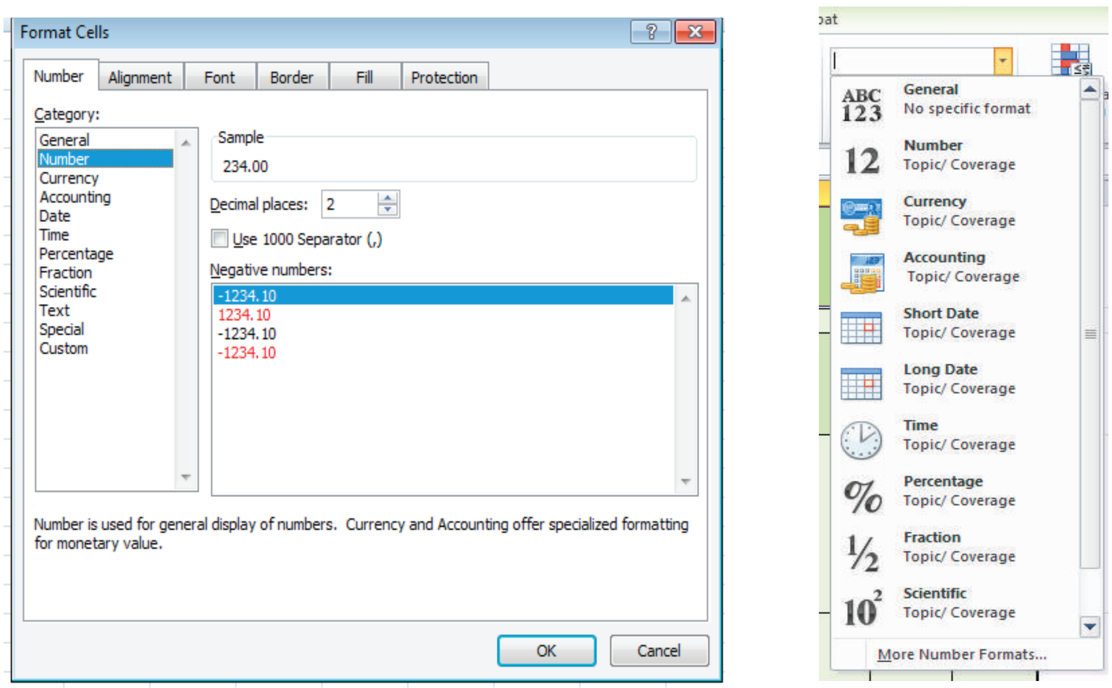

Fig. 5.3.28 Format cell

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

Remove Cell Borders:

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

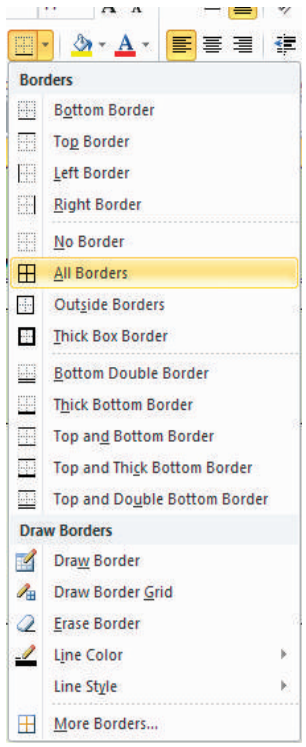

Fig. 5.3.29 Cell borders

Cell Fill:

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

Remove Cell Fill:

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

Text Colour

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

Bold, Underline and Italics Text

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

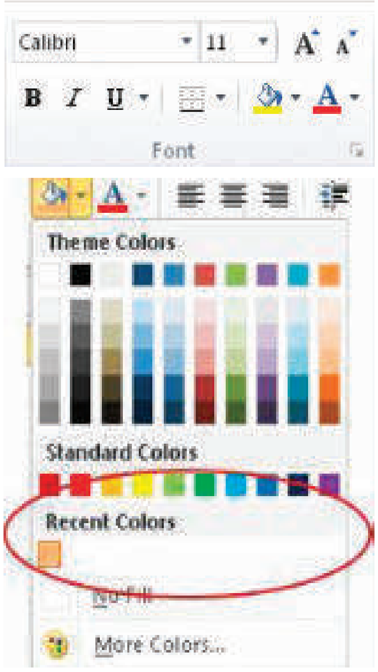

Fig. 5.3.30 Cell and text colouring

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

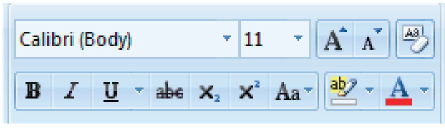

Fig. 5.3.31 Bold, underline and italic text

5.3.10 Formulas in Excel

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

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

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

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

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

Use Auto Sum

To summarise values, you can also use AutoSum.

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

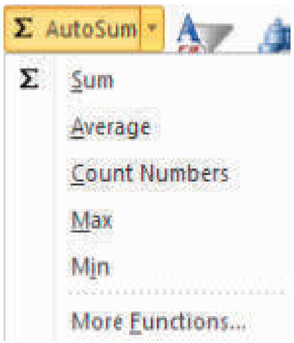

Fig. 5.3.32 Auto sum

5.3.11 Finalising a Spreadsheet

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

Using the "Spell Check"

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

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

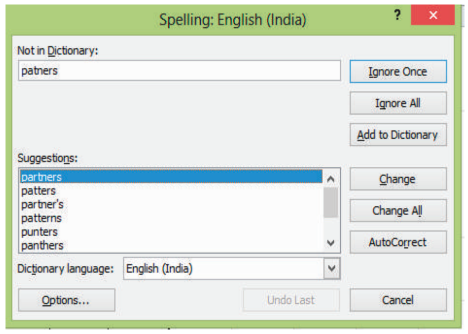

Fig. 5.3.33 Spell check

Saving a Spreadsheet

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

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

Print Preview

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

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

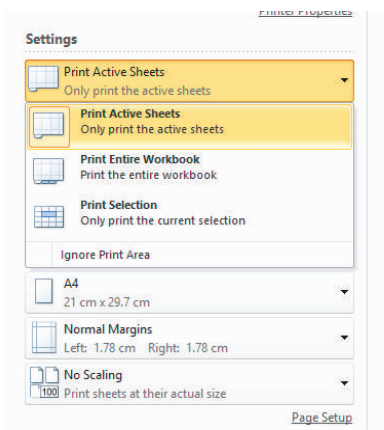

Fig. 5.3.34 Printing a worksheet

Print a Worksheet

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

Practical

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

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

Exercise

1. Tabs that are available in Excel Ribbon:
   a. Data pane
   b. Formulas pane
   c. Page Layout pane
   d. All of these
2. Sort option is used to :
   a. Sort the data in increasing order
   b. Sort the data in decreasing order
   c. Animation
   d. Transition
3. Chart option is available in:
   a. Data tab
   b. Home tab
   c. Insert tab
   d. None of these

UNIT 5.4: Internet and Network

Unit Objectives

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

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

5.4.1 Network

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

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

5.4.2 The Internet has Changed Our Lives Completely

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

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

Fig. 5.4.1 Internet

Applications of Internet

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

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

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

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

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

What is E-mail?

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

What is a Web Search Engine?

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

Practical

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

   ____

   ____

2. Write the benefits of Internet.

   ____

   ____

Exercise

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

GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

6. Language Skills

TEL/N0100, TEL/N0101, TEL/N0102, TEL/N0103, TEL/N0104

Key Learning Outcomes

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

1. Understand the importance of listening as a skill for a CCE
2. Practice effective listening skills
3. Use effective speaking skills in your role
4. Demonstrate reading and keep yourself updated on latest news
5. Practice effective writing skills

UNIT 6.1: Listening Skills

Unit Objectives

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

1. Understand the concept and importance of listening skills for a CCE

6.1.1 Listening Skills

What is listening?

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

We listen:

- To get information
- To understand
- To learn

Importance of listening for your job role:

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

As a Customer Care Executive you should:

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

Guidelines for effective listening

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

1. Don't talk too much

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

2. Prime yourself to listen well

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

3. Encourage the speaker

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

4. Remove Distractions

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

5. Empathise with the speaker

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

6. Be Patient

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

7. Avoid Personal Prejudice

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

8. Listen to the Tone of the Speaker

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

9. Non-Verbal Communication

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

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

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

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

CCE: Sorry?

Leena: My name is Leena Kapoor

CCE: Your name is Leena Kapoor?

Leena: That's right a...

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

Leena: That's right.

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

Leena: That's right.

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

Leena: That's right.

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

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

<Pause for 2 seconds>

CCE: Sorry?

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

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

Leena: That's right!

CCE: Am I right?

Leena: Yeah! Yeah! That's right!

CCE: Your next recharge date is 25 March 2014.

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

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

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

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

Leena: Thank you, bye!

Exercise

1. What are the three objectives of effective listening?

Practical

A work related conversation - The talker is the customer and the listener is a salesman. The talker explains his needs and requirements without explicitly stating which product or service he is interested in.

- You are allocated 5 minute for the conversation- the listener should listen attentively to the talker and exhibit active listening and at the end provide the solution.

Notes

UNIT 6.2: Speaking Skills

Unit Objectives

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

1. Understand the concept and importance of speaking skills

6.2.1 Speaking Skills

What is speaking?

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

Importance of speaking for your job role:

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

As a Customer Care Executive you should:

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

Components of Speaking Skills

The important components of speaking skills are:

- Tone
- Comprehension
- Grammar
- Vocabulary
- Pronunciation
- Fluency

- Body language
- Rate of Speech

Tone

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

Comprehension

For oral communication, it certainly requires a subject to respond, to speech as well as to initiate it.

Grammar

It is needed that you arrange a correct sentence in conversation. Grammer helps to learn the correct way of expresing a language in both oral and written form.

Vocabulary

Without vocabulary nothing can be conveyed. So, without mastering vocabulary sufficiently in English you will not be able to speak English or write English properly. Vocabulary means knowing many different words in a particular language.

Pronunciation

Pronunciation is the way to produce clearer language when you speak. It deals with the phonological process that refers to the component of a grammar made up of the elements and principles that determine how sounds vary and pattern in a language. Pronunciation is the knowledge of studying about how the words in a particular language are produced clearly when people speak. In speaking, pronunciation plays a vital role in order to make the process of communication easy to understand.

Fluency

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

Body language

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

Rate of Speech

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

Exercise

1. Why is body language important for a CCE?

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2. Write any five components of speaking.

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Practical

I, Me, Myself

- Get divided in pairs.
- One person out of each pair has to talk for 2 minutes non-stop about whatever subject they like, however they are not allowed to use the words; I, me, myself, mine or my.
- Both speaker and listening party are not allowed to ask any questions.
- The listener is not allowed to show any facial expressions such as nodding, shaking their head, smiling or frowning.
- Every time the speaker mentions any of the forbidden words above, the other person should draw a cross on a paper.

Pick a topic

- Every one has to speak up for one minute on that topic. When you speak up, you must first summarise the previous person's views before providing your own inputs. However, in this round if anyone makes a mistake and skips this summary, he is forced to drop out for the remainder of the discussion. Continue until you have only two people talking or till the topic has been exhausted.

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UNIT 6.3: Reading and Comprehension Skills

Unit Objectives

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

1. Understand the concept and importance of reading and comprehension skills.

6.3.1 Reading Skills

What is Reading?

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

Importance of Reading Skills:

Good reading skills help you to comprehend ideas, follow arguments, and detect implications. You can extract from the writing what is important for the particular task you are employed in. As a customer care executive, you need to:

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

Techniques for good reading skills:

Given below are three techniques for effective reading:

- Scanning
- Skimming
- Reading for Detail

Scanning:

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

Skimming:

Skimming, is also a quick type of reading. In skimming, we try to learn the main points in a selection of writing rather than answer one specific question. When you skim a reading passage, we should be able to pull out the most essential information. The most straight forward way to skim a given piece is to read the full first paragraph, the full last paragraph and read the first sentence of each additional paragraph in between. This will help you identify the theme of the passage.

Reading for Detail:

Careful reading or reading for detail is how we mostly read. Here we begin at the start of a passage and proceed to the end. In reading for detail, one should read every word, every sentence.

Practice reading these 2 passages and then answer the questions given below:

Passage 1

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

Questions:

a) What is ICT industry all about?

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

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

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

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Passage 2

No other industry touches as many technology-related business sectors as telecommunications, which, by definition, encompasses not only the traditional areas of local and long-distance telephone service, but also advanced technology-based services including wireless communications, the Internet, fiber-optics and satellites. Telecom is also deeply intertwined with entertainment of all types. Cable TV systems, such as Comcast, are aggressively offering local telephone service and high-speed Internet access. The relationship between the telecom and cable sectors has become even more complex as traditional telecommunications firms such as AT&T are selling television via the Internet, and competing directly against cable for consumers' entertainment dollars. **(Source: https://www.plunkettresearch.com/industries/telecommunications-market-research/)**

Questions

a) Which industry touches technology business at a high rate?

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b) What is the definition of telecommunication?

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c) What is Cable TV system offering?

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d) What are the advanced technologies based services?

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e) Why relation between telecom and cable sectors has become complex?

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Exercise

1. Write the three techniques of effective reading.

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2. Write three ways in which you could skim while reading.

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UNIT 6.4: Writing Skills

Unit Objectives

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

1. Understand the concept and importance of writing skills.

6.4.1 Writing Skills

What is Writing?

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

Importance of Writing Skills

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

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

As a customer care executive, you should:

- Plan, organize, and write and assemble all useful information.
- Determine what's important and choose what to leave out.
- Group the information logically and record complete and correct customer discussions in CRM/MS Excel.
- Formulate correct sentences without any grammatical errors and record precise and clear information for analysis/action by other departments.

Exercise

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

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7. Attend and Make Calls

Unit 7.1 – Introduction

Unit 7.2 – Attend and Make Calls

TEL/N0100

Key Learning Outcomes

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

1. Understand the concept of inbound and outbound calls
2. Demonstrate how to attend and make calls effectively

UNIT 7.1: Introduction

Unit Objectives

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

1. Understand the concept of Inbound and Outbound Calls

7.1.1 Inbound and Outbound Calls

Inbound Calls

Inbound calls, are calls that are routed into the call centre. This basically means that the agent does not call "outside" the call centre, but answers call directly from customers who call the given phone number. An example of this would be a person calling a call centre to ask for bill information. The agent answers the call, but does not have to call the person directly.

Outbound Calls

Outbound calls, are calls that are routed from the call centre to a home or office. The agent is provided with a list of random phone numbers and must call those numbers to offer a service or try to sell something. An example of this would be telemarketers who call a private home to sell insurance.

Exercise

1. What is an inbound call?

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2. What is an outbound call?

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UNIT 7.2: Attend and Make Calls

Unit Objectives

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

1. Understand the concept of attend and make calls

7.2.1 How to Open Calls

- Always start the call with a smile – the customer will notice this in your voice.
- Greet the customer with greeting for example Good morning/evening/afternoon.
- Switch to customer preferred language for e.g., in case after greeting the customer starts speaking in Hindi, CCE should speak in customer's language.

How to make Outbound Calls

A CCE make outbound calls to customers for different reasons. There are two main types of outbound calls:

- Call an existing customer.
- Cold call to a potential customer to inform them about goods and services provided by the company. This is also known as Telemarketing.

Guidelines for Outbond Calling

Outbound calling has three main elements- preparation, planning and purpose.

1. Purpose: to know clearly the purpose or objective of the call.

2. Preparation:

- Become alert and ready to focus on the call.
- Adjust your headset to suit your requirements.
- keep a pen and paper ready to take notes as you talk.
- Pull out the customer's name, contact number (found in lead sheets or the database).

3. Planning: When planning an outbound call CCE should have a few:

- A greeting = "Good morning/afternoon!"
- Introducing the agent = "Your first name".
- Introducing the company = "ABC Services"
- An opening statement of or question to make sure that the customer is available to talk = "Is this a convenient time to talk?"

For example, "Good morning Sir! This is Nisha calling from the ABC Services. May I speak to you regarding your water purifier for a minute.

You must continue only when the customer has given permission

1. Purpose of the call: Explain the purpose of the call - why the customer is being called and what it is hoped to achieve. Make sure that the customer confirms that they understand the purpose of the call.

7.2.2 How to Answer Calls

- Answer the call before the third ring.
- Greet the customer using standard greetings. Don't say Hello.
- Listen. Do not interrupt a caller or become impatient.
- Speak clearly and use professional language.
- Place a call on hold, if necessary, rather than leaving a phone with an open line.
- Respond promptly to customer.

Hold Procedure

CCE should put the customer on hold only if it is necessary and remember following things before putting customer on hold:

- Ask the caller's permission to be placed on hold.
- Provide a timeframe for how long the customer may be on hold.
- Give the reason for putting them on hold.

For e.g. "May I place you on hold for about 2 minutes while I do a quick research on this issue?"

"Mr. XYZ, may I please put you on hold for a minute or two to look into the details of your account?"

When you're back:

- Thank them for holding and resume the conversation.

For Example:

- Mr. XYZ, thank you for patiently waiting.
- Thank You for being on hold Mr. XYZ.

Following Script

1. Do not follow the script word to word, instead try to understand the problem first and tell the content in your own words.
2. Talk to the customer in that language in which he/she is comfortable and not in the language, you have learnt it.
3. The understanding or script is comparatively important in addition to remembering it.

Ending Call

1. Once the customer's query is solved, do not finish the call abruptly. At the end, thank the customer for calling and say "You were talking to XYZ, thank you for giving your important time. Have a good day."

7.2.3 Call Flow for Inbound Calls

Parameter	Standard Verbiages
Opening	Good morning/afternoon/evening, Company name, this is agent name, how can I help/assist you?
Identification	1. Sir/ ma'am, do you want information of the same no. you are calling from? 2. May I have your full name please?

Hold	<Customer name>, please be on line as I get this information checked.
Unhold	<Customer name>, thank you for your patience.
Refresh Hold	It will take some more time to get this information checked ,may I place your call on hold for some more time?
Security Check	<Customer name>, for security verifications/purposes may I know <Sec 1>, <Sec 2>, <Sec 3>?
Closing	<Customer name>, thank you for calling ABC services.

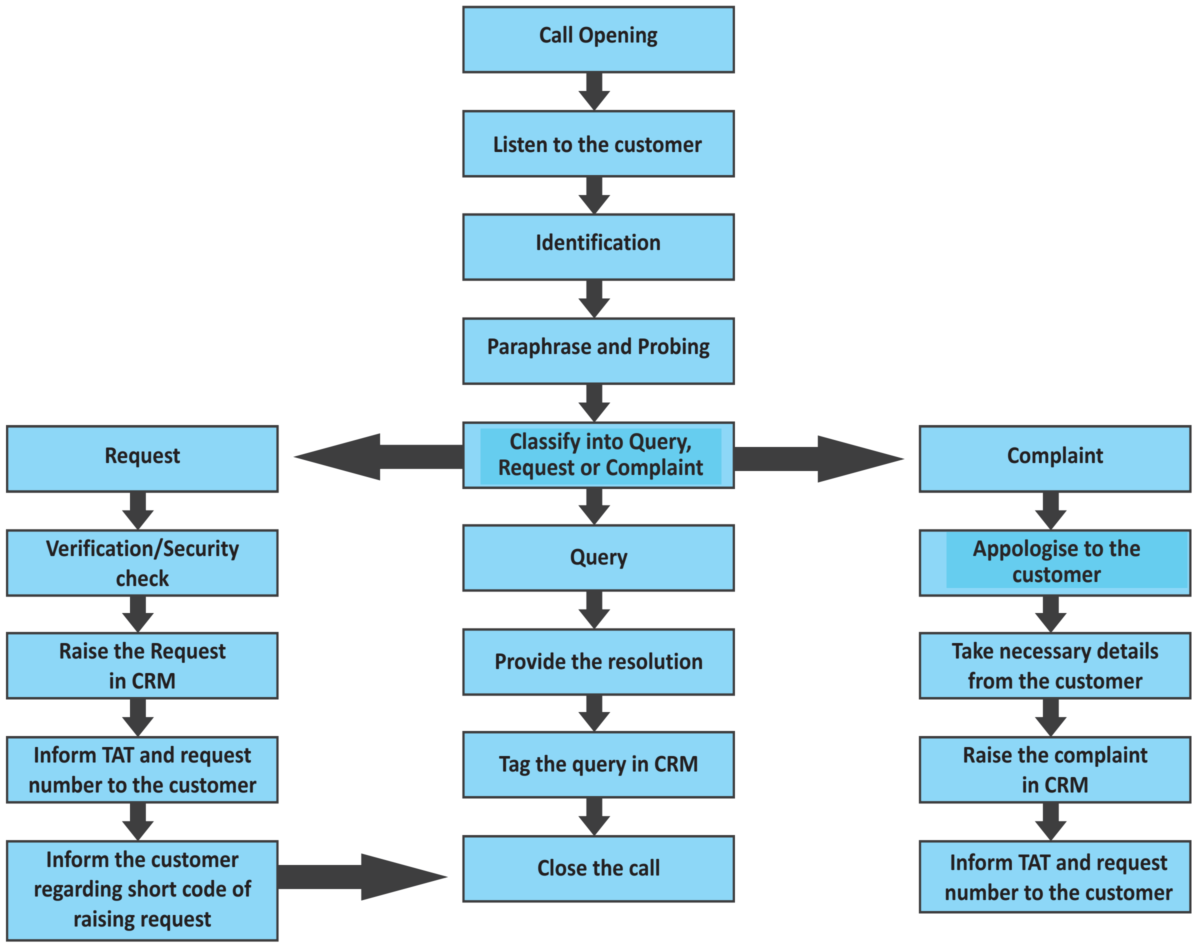

Fig. 7.2.1 Call flow for inbound calls

Exercise

1. State True or False

   a) The duration of the estimated hold time during a call should be the minimum.

   b) After putting a customer on hold you may take as much time as you want before getting back on to the call.

   c) To complete a call in the minimum call login time you can skip the greeting part for the customer and directly start with the actual work.

   d) It is the responsibility of the customer care executive to take care of the language capabilities of the customers while talking to them.

2. The call login time involves:

   a) Taking calls

   b) Taking calls, holding time and wrapping up

   c) Both a and b

   d) All of these

3. What is the full form of AHT?

   a) After Hold Time

   b) Average Handling Time

   c) Both a and b

   d) None of these

4. While resuming hold, ______________________ the customer and appreciate his patience for being on the line.

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8. Resolve Customer Query/Request/ Complaint (QRC)

Unit 8.1 – Introduction

Unit 8.2 – Customer Verification Process

Unit 8.3 – Addressing Quick Response Code

Unit 8.4 – Escalation

TEL/N0101

Key Learning Outcomes

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

1. Identify and address customer Query/Request/Complaint (QRC)
2. Know how to escalate customer QRC as necessary
3. Know verification parameters to verify customer details

UNIT 8.1: Introduction

Unit Objectives

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

1. Introduce different types of calls made by customers in a call centre
2. Introduce type of Query calls at a call centre
3. Understand the concept of Resolutions and Complaints

8.1.1 Introduction

Call centre executives respond to questions and inquiries about products or services and handle and resolve complaints. All centre agents are the first point of contact between the company and the customer. As such they serve an important public relations role i.e. of representing the company to the customer.

In this chapter we will learn different types of calls at call centre and how to handle those calls.

8.1.2 Types of Calls at Call Centre

Types of Calls at Call Centre

There are mainly three types of calls at call centre:

- Query
- Request
- Complaint

8.1.3 Meaning of Query

Query is a question or an inquiry. Through a Query, customer tries taking information about our services or his account.

General Queries at Call centre

Here are general queries at call centre of customers:

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

Customer complaint can be a query as per the final resolution, for e.g.

1. Customer calls to tell that he is not able to make a call– this is a complaint. Agent checks that customer has insufficient balance and informs the same to the customer. Customer says OK and ends the call. On the basis of the resolution it is a Query.
2. Customer calls and complaints that MMS is not working. Agent probes and finds out that customer does not have settings. Agent gives customer the information on how to get settings etc. and customer ends the call. Hence this is a Query and not a Complaint.

Therefore, agent should tag query of the customer and the resolution given to the customer in CRM.

8.1.4 SIM/PIN/PUK related information

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

The PUK can be obtained from the Customer Care. If the PUK is entered wrongly 10 times, the SIM gets block and will have to be replaced at a nominal charge.

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

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

8.1.5 Customer Request

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

Types of Request

- Request Open
- Request Self Closed

Example of Request-Open

Customer calls at call centre and requests the CCE to change his tariff plan. Agent informs the customer that it will be changed from the next billing cycle and tagged it as request in open option as agent doesn't have rights to change tariff plan from his own end.

Request Open

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

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

Request Self Close

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

For e.g.

1. Instant deactivation of a service through vendor link
2. Instant activation of a service through vendor link

Example of Request-Self Closed

Customer calls at call centre and asks the CCE that he wants to deactivate caller tune in his number. Agent deactivated the same from his system and informs the customer. Here agent has rights to deactivate caller tune so he tagged it as Request-Self Closed.

8.1.6 Customer Complaint and Resolution

In a complaint customer is complaining against services as he is facing some issue.

Complaint-Open

Agent registers complaint as 'Open' in following scenarios

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

Open Complaints can be resolved by backend team only.

Complaint-Self Closed

Agent should self close a complaint in the following scenarios:

1. Online Waver

In this CCE has some limits wherein he can give waiver to the customer. For example customer refuses to pay penalty for delay in payment as he got the bill on due date. CCE can give waiver to the customer and close the complaint.

2. Planned Downtime

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

3. Known issue of benefits not received

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

4. Known Disruption in Service

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

Handling Customer Complaints

Here are a few tips to handle customer complaints:

- Listen to the customer
- Paraphrase the issue
- Apologise to the concern
- Acknowledge the customer
- Explain the action taken to resolve customer concern
- Thank the customer
- Even if customer is abusing you or is angry on you, remember customer is facing some issue because of which he is behaving like this so do not take it personally
- Remain calm throughout the interaction
- Focus on the problem not person
- "Turn Unhappy Person into Happy Customer"

Exercise

1. True/False
   a) All requests can be self-closed by CCE. True or False?
   b) CCE should tag as complaint if customer wants to activate his MMS services. True or False?
2. When an irate customer calls at call centre for complaint CCE should
   a) Empathise with him/her, then ask them to hold and get a supervisor to handle the caller
   b) Ask question
   c) Hang up
3. Identify whether it is a complaint, request or a query.
   a) A customer is facing some problem in his network.
   b) Customer wants to know the latest scheme.
   c) Customer wants to change his caller tune.
   d) Customer is angry. He says that he did not activate any caller tune for which Rs. 30 have been deducted from his balance.

4. Narrate any instance wherein you called at any call centre for enquiry. Explain the entire conversation with CCE.

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Practical

1. One participant becomes a customer who has to inquire about a monthly rental plan. The CCE has to know the requirements of the customer and then suggest a plan accordingly. The customer will then request the CCE to change his plan.

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2. All the other participants have to observe and record/document the conversation of the customer and the CCE.

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UNIT 8.2: Customer Verification Process

Unit Objectives

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

Understand the customer verification process

8.2.1 Customer Complaint

Verification of the Customer

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

Answer is to keep customers data and service safe for example if CCE does not follow verification process and activates some service the customer may come to know when he receives bill in which charges will be there.

> Customer Verification is the process where CCE verifies the customer on behalf of the company before being allowed to activate and deactivate services.

Verification Scenarios

Below mentioned are scenarios wherein CCE is supposed to verify

- Balance depletion
- PUK information
- Activation and deactivation requests
- Called number information
- While raising request/complaints (except DND and network)

Verification Parameters

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

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

Exercise

True or False

1. Verification helps in controlling fraud.
2. Any changes can be made to the customer's account without verification.
3. Verification is generally not required in a scenario where a customer is asking for a particular department's contact number or operational hours.

Notes

UNIT 8.3: Addressing Quick Response Code

Unit Objectives

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

1. Understand how to address customer QRC

8.3.1 Addressing Customer QRC

- Categorize the customer call into Query/Request/Complaint as per resolution and not as per customer VOC (Voice of Customer).
- Obtain sufficient information from the customers to login their request or complaint.
- Give resolution time to the customer.
- Share TAT with customer while raising any request or complaint.
- Share request/complaint number with customer while raising any request or complaint.
- Try to resolve the customer complaint at your end through effective probing and system check.
- Verify customer details in account related and PUK information calls.

List of Common requests

- Request for activation/deactivation of service
- Request regarding change of plan
- Request for activation/deactivation of promotional pack

Exercise

Handle Situations

1. A customer yells at you because he is not happy with the services of his mobile network. He has previously also requested to look into the matter, but still the problem persists. He is upset and wants an immediate solution.
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2. A customer calls you to request a change in caller id. You are explaining him the process. But he is not able to understand it.
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UNIT 8.4: Escalation

Unit Objectives

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

1. Understand the Escalation Process

8.4.1 Escalation Process

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

- Empathize with the customer
- Listen attentively to the customer's QRC and do not interrupt
- Review the account and complaint details
- Ask probing questions to ensure understanding of the issue
- Take the appropriate steps to correct the issue

If the customer still insists on speaking with a manager,

- Escalate the call to the supervisor instead of arguing with customer
- Provide the supervisor with information regarding the customer and the issue
- If no one is available immediately to handle the customer's call, offer the customer the option of receiving a call-back from a member of management within 2 hours
- Inform the customer that you are transferring his call to the supervisor

Exercise

True or False

a) Before making the customer talk to the supervisor we need to provide the supervisor with information regarding the customer and the issue.

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b) CCE can ask date of birth of customer before giving PUK number.

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c) Escalation is required in every complaint call.

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d) You may interrupt the customer while he is talking.

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Practical

1. List down a few scenarios when you may need to escalate the problem to your supervisor.

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2. Scenarios to check resolving customer query, request and complaint.

   a) Customer complains that his number is not working and prompt is PUK.

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   b) Customer has activated DND on his number month ago. However, he is getting calls from insurance companies, customer wants to bar these calls.

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Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

9. Develop Customer Relationship

Telecom Sector Skill Council

TEL/N0102

Key Learning Outcomes

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

1. Explain the importance of developing customer relationship
2. Classify customers into different categories and service them accordingly
3. Understand the feedback recording process
4. Provide complete resolution of customer issues in an effective manner
5. Know how to escalate customer issue to guarantee customer satisfaction
6. Practice introducing new services to customers

UNIT 9.1: Introduction

Unit Objectives

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

1. Understand the concept of customer relationship

9.1.1 What is Customer Relationship?

What do you understand by the term customer relationship?

It is an association that exists or existed between an organisation and its customers. Customer relationship can be built based on products or services.

Customer Relationship is important for industry. Maintaining customer relationship in a telecom industry is a key factor as organisations in this industry generally have long term association with their customers. The process of maintaining a good relationship with customer is called CRM (Customer Relationship Management).

CRM helps the organisation to understand what their customers need. It also helps the organisation to cater to those needs efficiently, effectively and accurately.

Customer Relationship Management process also requires maintaining information more than a human brain can retain, hence companies use CRM tools and applications. Here are some advantages of CRM.

Maintain a History

CRM will help you maintain records of historic purchases and requests. This information will allow you to assess customer needs effectively in time, which in turn improves customer satisfaction and increase profitability.

Customer Categorisation

CRM will allow you to categorise your customers according to the value of business they bring and give the organisation insight about the kind of service and benefits the customer can expect.

Improves Customer Loyalty

Maintaining a good working relation with your customer will ensure customer loyalty, thus improving customer satisfaction and directly impact profitability of the organisation.

Promote Word of Mouth Advertising & Improve Company Reputation.

Maintaining a good and a positive relationship with the customer will lead to a satisfied customer and in turn your customers will talk to other people and give a positive opinion, and more the customers you have talking good about your company the better your company's reputation gets.

Exercise

1. Complete the sentences:
   a) Customer relationship is important because ____
   b) Maintaining a good Customer Relationship will make the customer feel ____________________
2. List down 5 things that you will do to ensure a good Customer Relationship
   i. ______________________________
   ii. ______________________________
   iii. ______________________________
   iv. ______________________________
   v. ______________________________

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UNIT 9.2: Customer Categorization

Unit Objectives

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

1. Understand the concept of customer categorization
2. Understand the importance and types of customers

9.2.1 What is Customer Categorization?

In today's world telecom companies have millions of customers. It becomes difficult to offer each customer products and services that are most suitable to their requirements. To overcome this problem and to offer customised products and services companies have adopted customer categorization based on a lot of criterias broadly categorised as Land Line and Cell phone.

9.2.2 Why is it Important to Categorize Customers?

With the large range of products and services offered by telecom companies today, it becomes impossible to offer customised services unless you categorise customers to understand their needs. This will in turn help the company improve customer satisfaction which would have a direct impact to increase profits.

9.2.3 Types of Categorization

Now let's look at the customer categories in a little more detail:

Customers can be categorised as per their geographical location, spending pattern, usage, services used, type of service, value added services etc.

We will learn about what is relevant to our job function. So let's look at type of service and usage.

Types of Services

- Landline
- Mobile

Landline

Landline refers to telephones that are based in a specific house/building

- Home
- Office
- Hotline

Home - A home landline is your regular telephone at home which is either a wired or a wireless. Companies that provide wired services are very few like BSNL & MTNL. Wireless landline phones are provided by most leading telecom companies like TATA, Reliance, Airtel, Vodafone & Idea to name a few.

Office - Office customers are also called corporate customers. These customers have a specific requirement like having 1 phone number which can either be a 10 digit cell phone or an 8 digit landline number connected to 1 or more instruments termed as extensions and can vary from a 4 digit number to a 7 digit number. Look at the image below for better understanding.

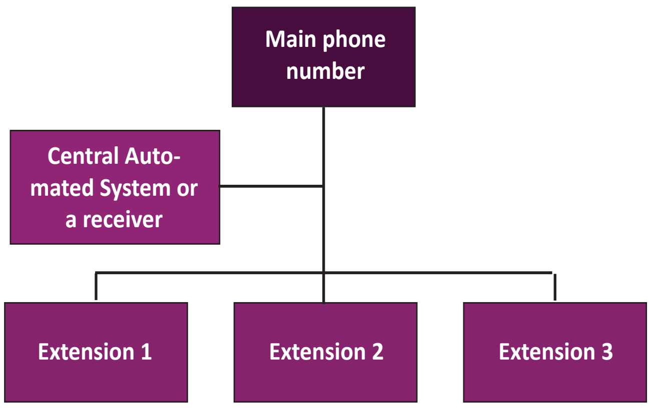

Fig. 9.2.1 Extension wise call transfer

Hotline - Hotline is a further complex model to the office connection. This service is largely used by the Customer Service industry, followed by Sales. A hotline number has a more complex structure than a office number. A hotline number can either be a regular 8 digit number or a 10 digit number like the 1800 series number. This main number is connected to an automated system also known as a VRU (Voice Response Unit) that has a recorded voice providing customer options. Based on the customer's selection, the system then transfers the call to a sub-prime number which then automatically transfers the call to the extension that has been free for the longest time.

Here is an example: you call ABC Telecom at 1800 123 456 and the call is answered by the VRU system and you are given 3 options

1. Dial 1 for Service

2. Dial 2 for Sales

3. Dial 3 for Complaints

Now, we have 3 departments and each department has a number which is a sub-prime number under the prime number which is 1800 123 456. Based on you selection you will be transferred to that department and within a click your call is transferred to the extension of the person who has been available for the longest time.

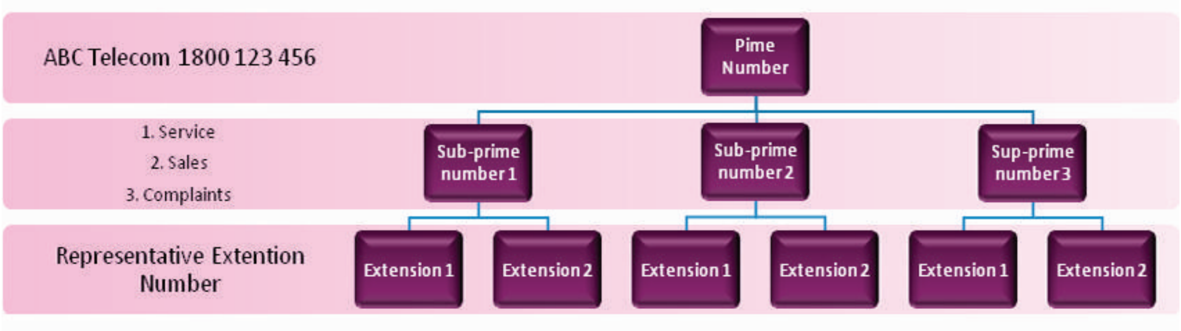

Fig. 9.2.2 Extension wise call transfer - Prime number

Mobile

Mobile is a service which can be used across the globe. Mobile services are categorised as

- Pre-Paid
- Post-Paid/Billing
- Private Numbers

Pre-Paid

Pre-paid is a very simple service type. Pay first and use later. Pre-paid service is where the customer pays the company some amount and then makes calls for the amount that has been made available by the telecom company. Once the customer has completed using the service for what they have paid, all services are barred except incoming SMS and Calls. Pre-paid offers customer to be in complete control of his expenses.

Post-Paid

Post-paid follows the fundamental of use first and pay for what you have used. In this service the customer uses the service first and then pays at the end of each month based on what they have used. This kind of service allows less control on expenses as compared to pre-paid. Here the customers are provided a grace period to pay their bills and only post that will the services be barred.

Private Number

Private numbers are generally provided to elite / VIP customers who are mainly public icons or popular personalities. In this type of service you can choose to customise your service as you wish to, for e.g only receive incoming calls from selected numbers. The number is not published to public and is available only to selected staff under information security policy, it does not display number to the receiver when a call received from a private number and no restrictions of using the service across the globe are a few benefits. This service is not available to all as you require government permission and police permission, secondly this is a premium service and so the charges are also on a higher side.

Exercise

True or False

1. Use first and pay later is a principle followed in a prepaid mobile service.
2. A Hotline number can either be a regular 8 digit or a 10 digit number.
3. Office line customers can't be called corporate customers.
4. A home landline has to be a wired connection.

Practical

1. A customer calls you up and he wants a new private number which he wants to keep confidential. What will you do?

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UNIT 9.3: Customer Feedback

Unit Objectives

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

1. Understand the concept of customer feedback
2. Understand the importance and advantages of customer feedback

9.3.1 What is Customer Feedback?

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

9.3.2 Importance of Customer Feedback

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

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

9.3.3 Advantages of Customer Feedback

Get Honest Opinions

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

Improve Relations

To ensure that customers remain loyal to your company, make your customers feel that your company truly cares about them and what they think. obtaining feedback from the customers is indicative of the fact that the compoany truly listens and respects their opinions.

Inexpensive Business Advice

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

More Customers

When a business is willing to receive feedback and listen to it, word spreads and the customer base increases.

Positive Changes

No company likes to talk about the negative aspects of their operation. They want to have mostly positive feedback from customers. Therefore customer feedback can mean positive changes according to their comments, which could mean a better reputation and more money for the business.

Capturing in Timely Manner

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

9.3.4 Feedback Recording Process

Here is the way telecom companies capture customer feedback.

For a telecom company, it is the frontline staff that speak to customer's day in and day out, Hence it makes it really important that companies put a feedback recording process and train its frontline staff on how to deal with angry customers and record feedback.

Let us look at the feedback recording process first.

Take Customer Details

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

Check for similar feedback in history

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

Create a feedback / Complaint Reference Number

Every time you log a feedback or a complaint on the customer's account, the system generates a reference number which the customer can use to follow up and check for resolution status. This also helps telecom companies to categorise complaints and ensure that based on the nature of complaint a specialist can speed up the resolution process.

Type the feedback in customer words

Type the feedback in customer words as much as possible. It is human nature that a person can best explain a problem when he has been facing the problem. When your customer faces a problem and is giving feedback about the same they are able to emphasize on it with specific words

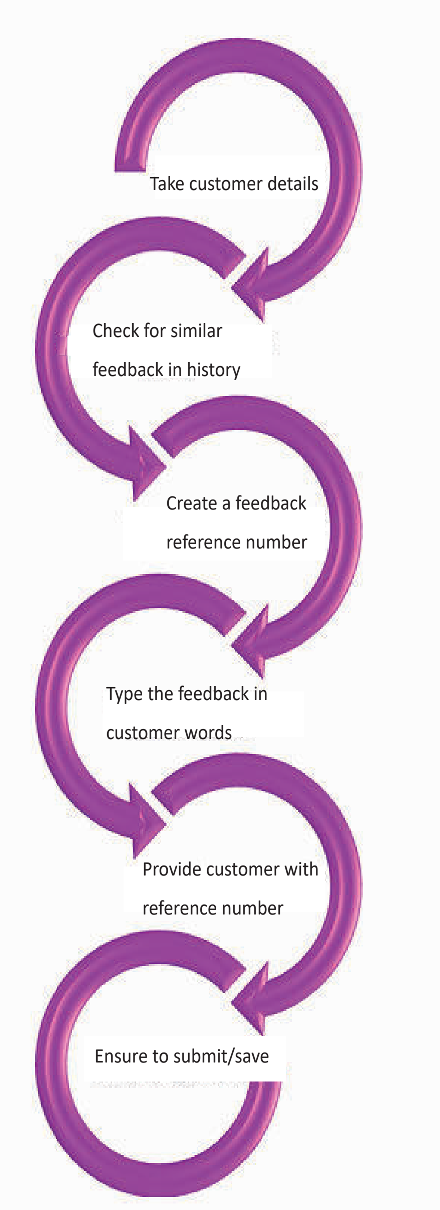

Fig. 9.3.1 Process of Recording Feedback

which help the resolution team to understand customer's dis-satisfaction level. This will also allow the specialist to understand the exact problem.

Provide customer with reference number

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

Ensure to submit/save

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

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

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

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

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

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

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

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

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

Exercise

1. Identify from the following the feedback parameters for the company and the customer care executive.

Soft Skills/Voice Quality/Wait Time in getting through the executive/Product Knowledge/Timely Resolution of the Problems/Brand Rating

Customer Care Executive	Company

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

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

Practical

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

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UNIT 9.4: Customer Satisfaction

Unit Objectives

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

1. Understand the concept of Customer Satisfaction
2. Understand the escalation process

9.4.1 What is Customer Satisfaction?

Customer satisfaction is a term used to define how satisfied is the customer with the product or service you provided. Customer satisfaction is very important for the telecom industry as relationship with customers are always long term. And to retain loyalty you need to ensure that your customers are satisfied.

9.4.2 Ensuring Customer Satisfaction

What do customers expect from us?

Knowledgeable and available

In the telecom industry, when customers call the customer service centre they expect to obtain accurate information when they want it. You need to ensure that you know about all new updates to the range of products and services the company has to offer, you also need to know how to navigate to customer's account information as customer may ask for his current plan details.

Friendly People

Everybody wants to be treated in a very friendly and a welcoming manner, and so does your customers. You need to ensure that you sound and speak in a friendly and welcoming tone but also maintain professionalism. This means that you need to make the customer feel comfortable and always offer assistance.

Good Value

This is where most of us make a mistake. When we talk about good value we always think about the pricing factor, but that's just a part of it. There are other aspects that add to good value like how well is your product suitable to customer's need, what are the advantages and how will it add value to his needs against their current product or service.

Convenience

The rule here is simple- "Make it easy". Telecom customers today want things to be attractive, easy to understand and simple to use. The simpler your explanation the better the understanding. Remember you are trained to know all the abbreviations not the customers so ensure you speak in a simple language that your customers can understand.

A Fast Finish

This is where we tend to make the biggest mistake- “The Finish”. The moment the customers have their required information they don’t wish to waste time and finish with the call. Don’t try and push to waste their time. If you need to up-sell or cross-sell make it a part of your conversation and not keep it for the last for it to sound like a complete sales conversation.

There are a lot of things in today’s world that make life difficult for all of us. Remember that your customers also face the same in their life, overall they expect to be treated in a professional way, they want to be heard and valued for the business they provide. If you provide easy and convenient service you will exceed customer expectations.

Giving Additional Information

With the range of products and services telecom industry has to provide today it is critical to give additional information to the customers. This will make the customer feel valued and that you really care about them getting the best. Let’s look at some advantages of giving additional information:

Improves Customer Satisfaction

By giving additional information that is relevant to customer's request / query makes your customer feel that you are listening truly and care about their question or issue and genuinely want to help. Thus improving customer’s satisfaction.

Improves Profits

When you provide service that exceeds your customer’s expectation then the customers are happy and will always return to you for the next requirement that they have which will increase company's profits.

Builds Customer's Confidence

When you provide additional information that customers need to know from the service provider the customer will always trust on what the company has to say and offer.

Creates a good company image

In today’s competitive telecom industry, company image can be the deciding factor for potential customers. In simple words if your friend tells you that he has trouble with his/her service provider very often, even you might reconsider your decision if you want to buy services from the same company.

Feel Good Factor

When you provide additional information to customers some of them will appreciate the efforts that you have made and will provide a positive feedback which will make you feel good about what you are doing and also help improve your performance.

Open Opportunities

Giving additional information will make your customers talk more about their service using pattern and needs, this will give you opportunities to offer new services to your customers which will better cater to their needs.

9.4.3 Complete Resolution

Telecom industry today strives to provide complete resolution to issues faced by customers as moving service provider by keeping the same telephone number has become easy and is a hassle-free process.

First Call Resolution

In telecom customer care FCR (First Call Resolution) holds a lot of value.

What is FCR?

The process of resolving and providing a solution to customer concerns and issues at the time they first speak about it is called First Call Resolution. For example, customer calls and informs you that they are unable to connect to the internet, and you ask the customer to check on the settings and resolve the issue by asking customer to make minor changes to the settings. In this example you are able to help the customer connect to the internet and resolve the problem at the first call the customer has made about the issue.

Let's look at 3 advantages of providing FCR:

Improves Customer Satisfaction

First call resolution has a direct impact on your customer satisfaction scores. The more FCR you provide, the more your customers are happy. Thus you get a better customer satisfaction level.

Less Call Handling Time

Providing FCR means that customers would not need to call back. Having your customer call back with the same issue means that the customer will be irritated about the ongoing issue and an irritated customer means that they would want to vent it out which will increase your call handling time.

Increase the opportunity to sell

Providing FCR means that your customers will have more faith and trust in you and clubbed in less call handling time gives you more opportunity to sell and with customers faith the acceptance level is high which will result in successful sales conversions.

Reduce loss of customers

As discussed earlier that the competition in the telecom market is significantly high providing customers with lots of options. Providing FCR will ensure that your customers stay with you. Research shows that companies that believe in FCR loose about 2% of customers who have issues and complaints, and companies that do not focus on FCR loose about 19% of customers who have issues and complaints.

9.4.4 Escalation

What do you understand by the term Escalation?

Escalation in the telecom customer care means taking ownership and passing on the customer's problem for resolution to someone else in situations where you are unable to resolve the problem. Let's look at an example, You have a customer who is calling and asking for a refund of charges deducted from their balance, a customer care executive does not have the authority to agree to refunds, in this situation you will need to refer to your team leader for authorization or transfer the call to a team leader for the resolution.

In situations where you have to escalate the problem to a senior person, the customers are most often angry. We have already looked at handling angry customers earlier, but let's look at it again

Steps involved in handling angry customers

Greet

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

Listen

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

Acknowledge

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

Apologise or Thank

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

Reconfirm

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

Reassure

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

The most important thing to remember is, never say "I cannot help you" or "I need to take authorisation", this will only depict that you are incapable of handling the situation. Instead say "Give me a moment while I check for some information" or "Can I get a minute or two to check some information".

Now let us look at the escalation process:

Take permission for hold

Always take permission from customer before you place them on hold and let them know how long you will put them on hold and, make sure you get back to your customer within the time given.

Place on hold

Ensure that you mute your call and place check if the call has been put on hold, you don't want the customer to be listening to you speaking to your senior, this will again make the customer lose confidence in you.

Inform before you transfer

Always make sure you get back to your customer and inform them that you are going to transfer the call to your senior who will help resolve the issue.

Introduce before you disconnect

Always introduce your customer to your senior and explain the situation in brief on the call before you disconnect yourself from the conversation. You also need to acknowledge to the customer by saying "Mr. Kumar my colleague will now help you further".

Acknowledge

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

Apologise or Thank

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

Reconfirm

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

Reassure

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

The most important thing to remember is, never say "I cannot help you" or "I need to take authorisation", this will only depict that you are incapable of handling the situation. Instead say "Give me a moment while I check for some information" or "Can I get a minute or two to check some information?"

Exercise

1) State True / False

   a) Customers expect you to provide them a delightful service by giving them at an instant what they want.

   b) If you want to up sell or cross sell a product or a service you should do it just before ending the call.

   c) When the customer talks of value of the product or a service he/she is just talking about its price.

   d) It is ok to make the customer wait for a query related to a new service plan.

2. Fill in the blanks

   a) What is the full form of FCR? ______________________________

   b) FCR has ______________________________ impact on customer satisfaction. (a direct/ an indirect)

   c) To make the customers happy his/her expectations should ______________________________ the service levels of the CCE.

3. A customer calls and informs you that he/she is unable to connect to the internet. What will you do? (Give clear instructions to the customer and try to solve the issue at that time only.)

4. The customer after putting in wrong password many number of times have now lost access to his account. How can he recover his password?

Practical

1. The customer calls you and asks you to find out a reasonable plan for him. He states that he travels a lot and is most often on roaming. You have to suggest him some two to three plans that would be cost effective for him, giving him the additional information like SMS packs, 2G services that he can club with the plan to make it more cost effective.

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UNIT 9.5: Introducing Customers to New Services

Unit Objectives

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

1. Learn the importance of introducing new products and services.

9.5.1 Introducing new Products and Services

Why is it important to introduce new products and services?

Sales in the telecom industry is a part of service. Your customers today have varied needs as time passes by. For e.g. Internet based chat applications have taken over the market and SMS is barely used, this has shifted customer needs from having SMS packs to having internet packs. Now keeping in mind the above example it is your responsibility to ensure you inform your customers about new plans available that will benefit them. This will improve customer satisfaction and profitability.

Introducing a Product

Customers calling the call centre are aware that they will be asked to buy something and become defensive the moment their query is resolved. This does not give an opportunity to the CCE to introduce a service that will benefit them.

It is a very simple technique of being natural and being human. Let's look at the process of introducing a product or service.

1. **Build Relationship**

You are not an automated machine or a computer, so be yourself and talk to the customer in a tone you speak to another person. This will give you the space to build a relation with the customer.

2. **Check Customer's Information**

While you assist the customer with their query, check and make notes of their usage trend and what are the active services. This will allow you to offer the most appropriate product or service.

3. **Position Yourself**

Positioning your offer is the critical part. You will always face denial if you offer after saying the closing statement "Is there anything else I can help you with today". This is where your customers get defensive and deny offer. Make sure you link it once you are done with customer's query, use statements that the customers can relate to for e.g. "I noticed that you have been paying huge roaming charges, do you know we have a roaming plan that can help you cut down your costs".

4. **Close the Deal**

Your customers will rarely say "I want it", so ensure that you facilitate customer's decision making. Do not decide on their behalf but just facilitate by showing them the benefits by linking the benefits to their current usage.

5. Reconfirm Purchase

Make sure you reconfirm the purchase, as sometimes your customer's will still be unsure when they say yes over the telephone, after all you do not want a dissatisfied customer.

6. Thank

Do not forget to thank your customer while ending the conversation. Closing the conversation is as important as opening. At the end of the conversation your customers may not remember how you opened the call but they sure will remember how you closed it, so ensure you thank with a smile.

Exercise

1. What is right/What is wrong?

    ii. Categorizing customers

    iii. Waiting for the customer to ask a query instead of asking him 'How can I help you?'

    iv. Interrupting a customer while he is talking about the features he is looking for in the service.

    v. Politely asking a customer the reason for his decision of not continuing the service.

    vi. Telling the customer about the other products or services he can avail just before ending the call.

2. What are the few factors to be considered while upgrading the customers to a new product or a service?

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Practical

1. Deal with the situations given below:

    a) Your customer shouts at you because he has been suffering from a bad network connection from a past few days.

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b) Your customer wants to speak to your supervisor and tell him the problem he has been facing in the account.

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c) The customer is not very clear with the problem he has been facing with his data card. But he is not very happy with the speed.

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d) The customer wants a customized private number which is not available right now.

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Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
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& ENTREPRENEURSHIP

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National
Skill Development
Corporation
Transforming the skill landscape

Telecom
Sector
Skill
Council

10. Report and Review

Unit 10.1 – Self Reports

Unit 10.2 – Review with Supervisors

TEL/N0103

Key Learning Outcomes

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

1. Monitor and manage self-performance through reports and review process
2. Understand the performance parameters to make self-reports
3. Practice self-review with superiors

UNIT 10.1: Self-Reports

Unit Objectives

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

1. Understand the concept of reports and review
2. Understand the concept of self-reports
3. Understand the performance parameters to make reports

10.1.1 Overview of the Module

Everyone expects to become the best at what they do. So how do you really know who is the best? It is through performance reviews against peers and targets set by the company.

There are multiple review periods in a telecom contact centre, we will look at different review stages and why they are done.

10.1.2 Performance Parameters

Let's look at some common performance parameters in the telecom industry:

Time-Based

- **Login Time**

The number of hours that you have logged in against the time you were supposed to login. This is usually calculated in percentage. Let us look at a simple calculation to understand it.

Example:

In a 9 hour shift you have 1 hour of break which means that you are expected to login for 8 hours every day. Your total working days in a month is 25 days. You have logged in for 190 hours in the month.

» Shift Hours minus Break Time = Expected Login time

9 hours – 1 hour = 8 hours

» Expected Login Time multiplied by 25 days = Expected monthly login time

8 hours x 25 days – 200 Hours

» Expected Monthly Login Time divided by Actual Login Time = Login Percentage

190 Hours / 200 hours = 95%

- **Customer Contact**

Customer contact is the number of customer that you have spoken to in the review period. Generally telecom companies don't set targets on the number of calls you need to answer as AHT takes care of that. However, it is always good to keep a track of this.

- **Avg. Call Holding Time (ACHT)**

There is a difference between Avg. Call Holding Time (ACHT) and AHT. AHT includes the time you have spent on Average Call Waiting (ACW) as well, this is done because ACW is a process of the call but the customer is not online. ACHT is the actual time spent on the call i.e. AHT minus ACW time is called ACHT. All of these measurements are usually calculated in seconds.

Example:

Let's say that your AHT for the month is 450 seconds, ACW time is 15 seconds. The target for AHT is 380 seconds, ACW is 20 Seconds and ACHT is 360 seconds. Some telecom companies also calculate these in percentage.

AHT - ACW = ACHT

450 seconds – 15 seconds = 435 seconds

Actual AHT divided by Target AHT = AHT Percentage

450 seconds / 380 Seconds = 118% (This means that you have not met the target and are over it by 18%)

Actual ACW divided by Target ACW = ACW Percentage

15 Seconds / 20 Seconds = 75% (This means that you have met your ACW target)

Actual ACHT divided by Target ACHT = ACHT Percentage

435 Seconds / 360 Seconds = 121% (This means that you have not met the target and are over it by 21%)

The above example shows that having a low ACW will not ensure that you meet the ACHT target, you also need to reduce your actual time you spend on the call with the customer to meet ACHT.

Soft Skills

Apart from the above time based performance criteria, your performance will also be judged based on soft skills i.e. the way you take call or in other words the quality of the calls.

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

- Greeting – Have you used the appropriate greeting?
- Listen – Have you listened to the customer carefully or made them repeat?
- Solution – Have you offered relevant and accurate information and solution?
- Offered new services – Have you offered new services to customer based on needs?
- Offer Assistance – Have you checked if customer required further assistance?
- Close – Have you closed the call on a positive note?
- System Update – Have you updated customer information appropriately?

Exercise

1. What Parameters are used to evaluate Performance in Telecom Industry?
   a) Time-Based
   b) Soft Skills
   c) Both

2. Name three Time-Based Performance Parameters

   a) ____

   b) ____

   c) ____

3. Give the Full forms of following:

   a) AHT

   b) ACHT

   c) ACW

4. Name three Soft Skills Performance Parameters

   a) ____

   b) ____

   c) ____

5. What is Hold time?

   ____

   ____

6. Calculate Call Login Time

   In a 9 hour shift you have 1 hour of break. Your total working days in a month is 22 days. You have logged in for 185 hours in the month. Calculate Login Time & Percentage.

   Calculate following percentages:

   Let's say that your AHT for the month is 400 seconds, ACW time is 12 seconds. The target for AHT is 350 seconds, ACW is 15 Seconds and ACHT is 320 seconds. Calculate AHT, ACW and ACHT percentage.

   ACHT =

   AHT Percentage =

   ACW Percentage =

   ACHT Percentage =

Practical

Make a call from your mobile and follow the transfer the hold and transfer procedure.

1. Make a simple calculation and provide the following information:

   a) ACHT

   b) AHT

   c) Hold Time

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UNIT 10.2: Review with Superiors

Unit Objectives

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

1. Understand and practice how to review self-reports with superiors

10.2.1 Review with Superiors

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

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

10.2.2 Review Period

Now let's look at review periods in a telecom contact centre.

Monthly

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

Quarterly

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

Half Yearly

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

Annual

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

Always ensure that you look at your performance report on a daily basis, if daily reports are unavailable then look at weekly measures.

Exercise

1. What are the review periods?

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2. Why are reviews done?

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Practical

1. Give solution to following scenarios:

   a) Customer complains that he is not getting any signals on his number while he is at his home and due to which most of time he is not able to receive or make any call/SMS.

   ____

   ____

   ____

   ____

   b) Customer want only few marketing calls on his number as he has already activated DND on his number.

   ____

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Council

11. Proactive Selling

Unit 11.1 – Proactive Selling

TEL/N0104

Key Learning Outcomes

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

1. Identify opportunities for pro-active selling at the call centres
2. Practice up-selling and cross-selling

UNIT 11.1: Proactive Selling

Unit Objectives

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

1. Understand the concept of proactive selling

11.1.1 Proactive Selling

Selling a product or service to a customer is challenging. It is even more challenging when you have to do selling over the phone. Let us learn how a product is sold over the phone. As a BPO employee, you may have to sell products over the phone.

A customer calls a telecom company and gets connected to Sumit, a telesales representative. After talking to Sumit he calls a competing company and gets connected to Apoorva. Let's observe how the conversation flowed in both the cases:

- Sumit: Good morning, this is Sumit from Axis telecommunication, how can I help you?
- Customer: I want to buy a post paid plan for myself that suits my needs.
- Sumit:The basic plan that we offer is only Rs. 350 per month and you get 25 SMSes free. Can I sign you up for this plan Sir?

Now let's observe the conversation with Apoorva:

- Apoorva: Good morning, this is Apoorva from Dot telecom, how can I help you?
- Customer: I want to buy a post-paid plan for myself that suits my needs.
- Apoorva: Sure, Sir may I know how much of talk time you require in a month? Do you call on a specific number often?
- Customer: Not much, I don't talk much and yes, I do call one number very often.
- Apoorva: I understand. Sir, you may want to try our 121 package that enables you free talk time of 3 hours monthly on a single number and the monthly plan would be Rs. 300 only. Would you like to buy this plan Sir, if you think it can meet your needs?

11.1.2 Steps in Selling

Sellling over the phone require some skills. You have to be a great listener and an effective communicator.

Good sales people have a certain understanding of closing a sale. Follow the phases given here:

Phases 1 to 3: The seller tries to understand and is mostly silent	
Phase 1	• Listen (to the customer / prospect situation and needs) • When you introduce yourself to the customer, listen to the customer needs.
Phase 2	• Clarify (ask questions) • Ask questions to identify the need. This will help you in pitching, up selling and cross selling.
Phase 3	• Summarize (what the customer needs) to check that there is no misunderstanding. • This is a critical conversation and you might not get a second chance to do this. So keep confirming and checking.
Phases 4 to 7: The seller leads the action	
Phase 4	• Propose (a solution that matches the detected needs) • This is where you pitch the product, after assessing the need of the customer.
Phase 5	• Demonstrate (the advantages of the solution) • Map the benefits of the customer with the advantages and the features of the product.
Phase 6	• Welcome the objections (declare we understand them). Be prepared beforehand to answer them.
Phase 7	• Help the customer to decide (bring a sense of urgency) • Closing the sale is the most important aspect. All the steps above are of no use if the sale is not closed.

Example:

We will now see how to sell products by applying the above mentioned skills. The first stage is to gather information. Let us see in this example how Rita gathers information:

Rita works for a telecom BPO. Her job is to sell various mobile phone plans and other value added services like internet on the phone, caller tunes etc.

> Rita: Before I offer you a plan Sir, I would like to know how much do you think you would use the internet on your phone? Do you just want to browse the net or would you be downloading from the net? If you could share with me what you are really looking for I could give you a few options.
>
> Customer: Oh yes, actually, I just want to see emails, I don't think I would need to download anything from the net on the phone.
>
> Rita: In that case Sir, you need to go for a basic plan as you would be using the internet service on your phone for limited period only.

Asking questions and listening will allow you to gather information that will increase your chances of success with the sale. In this case, we have seen how asking questions and listening to the customer actually clarifies what the customer is looking for. It helps you to offer what the customer wants.

Now let us see how the next stage of summarizing and building trust helps in the selling process:

> Rita: As you mentioned you would not be downloading anything from the internet and that your requirement is only to access your emails, I suggest you take our basic plan that allows you to configure three different email ids.

Customer: Oh! That's great. That is my actual requirement (frankly speaking), thank you very much!

Knowing how to effectively ask questions and listening helped Rita to build trust. The customer now trusts what Rita says.

The last stage is to finally offer the product and close the sale. Let us see how this can be done.

Rita: Sir, I think you should buy our internet package - super business. The monthly rental for this package would be only Rs. 150. Your services will be activated within 24 hours. Should I activate this plan for you Sir?

Customer: Oh! Sure.

Rita: I hope you like our services. Thank you Sir.

Customer: Thank you.

Did you observe how Rita closed the call? Remember, closing the call is as important as the beginning. If you close the call properly the customer feels happy!

11.1.3 Up-selling and Cross-Selling

A CCE doing proactive selling will be required to also up-sell and cross-sell. In order to do so he must understand not only his own offerings but the competitive offerings as well.

A customer calls a CCE to complain of his bill being very high each month. After acknowledging the customers complaint the CCE has a look at the customer's usage pattern from the CRM and realises his bill value is high because of roaming. The CCE sees this as an opportunity to create value for the client and cross sell to him another plan which will be more useful to the client. He begins the conversation with the customer:

CCE: Sir what is your monthly usage?

Customer: I make lots of calls from my phone, about 40-50 calls in a day.

CCE: Sir, Do you make STD and ISD calls from your phone?

Customer: Yes I travel a lot and most of the times my phone is on roaming.

CCE: Then your monthly bills must be quite high, isn't it Sir?

Customer: Yes, It is always more than Rs. 2500 in a month?

CCE: It's quite high sir, why don't you take a travel plan?

Customer: What is a travel plan?

CCE: Sir your monthly fix charges for travel plan will be Rs. 299 plus service tax. Your call rates from xyz to xyz will be 50 paise per minute, xyz to other operator will be 50 paise per minute and xyz to landline will be 50 paise per minute. For video calls you will be charged Rs. 3 per minute. Flat 50 paise per minute will be the charges for all STD calls.

Customer: This sounds good, but I was getting the same deal with India Phones. Why should I go with you?

CCE: May I bring to your attention a few details Sir, India Phones is offering the same plan as us, however they charge a processing fee for video calls.

Customer: Oh! I didn't know that.

CCE: Sir, Do you use internet on your phone?

Customer: Yes for checking emails and getting updates on social sites only.

CCE: Then, I will suggest you to take Rs. 199 monthly rental plan. In this plan you will get 2 GB of monthly data usage which is sufficient to meet your requirements.

CSR: Can I sign you up for this plan Sir?

Customer: Yes sure.

CCE: Would you like an itemized bill to track your monthly usage? You have to pay Rs. 30 extra for it.

Customer: OK!

CCE: Sir, Would you want to set a personalized caller tone on your phone?

Customer: What is that?

CCE: Whenever someone calls on your mobile phone then he will hear this tone/bhajan/song?

Customer: What are the charges for that?

CCE: Sir Rs. 30 a month only.

Customer: Then I don't want that.

CCE: Fine Sir. Your services will be activated in 48 hours. Thank you for choosing xyz telecom services.

Exercise

1. List the steps followed in Selling.

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2. What is Cross-Selling?

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3. What is Up-Selling?

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12. Program Wrap-Up and Getting Started

Unit 12.1 – Interview

Unit 12.2 – Questions in an Interview

Key Learning Outcomes

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

1. Understand what is an interview
2. Develop the skills to participate in an interview effectively
3. Know the commonly asked questions in an interview

UNIT 12.1: Interview

Unit Objectives

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

1. Know what is an interview.

12.1.1 Importance of the Interview

An interview is a meeting which is held between two or more people(i.e. the interviewer(s) and the interviewee, in which certain questions are asked by the interviewer in oder to check whether the person who is being interviewed is fit for this job role or not.

12.1.2 Importance of the Interview

While appearing for an interview keep in mind the following steps:

- Greeting – Politely address the interviewer with a smile by saying good morning or good afternoon (whatever is relevant). Do not forget to have an eye contact with the interviewer while shaking hands.
- Introduction- This refers to the basic introduction which the interviewer or the interviewee gives before commencing the interview, e.g. name, designation etc.
- Ice-breaker/Small talk- It is the first interaction between the interviewer and the interviewee.
- Questions – It basically refers to the questions which the interviewer asks the interviewee or the questions which the interviewee asks the interviewer in order to clarify his or her doubts.
- Summary Statement – It refers to summarising the points which an interviewer or interviewee had discussed in an interview.
- Closing – While closing the interview, the interviewee is required to briefly restate his strengths and link them to the role being discussed in the interview. Thank each interviewer on the panel individually and request for the contact information if it’s not known already.
- Thank you and Follow-Up – A thank you corrospondence must be sent through a formal letter or email within 24 hours. The interviewers also follow-up the contacts in order to check the status on hiring decision which is based on the employer’s timeline as discussed during the interview.

12.1.3 Importance of the Interview

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

Table 12.1 Sample of dos and don'ts of interview

Sentence	Dos	Don'ts
Be who you are		
Burp while talking!		
Apply too much make up		
Be on time for an interview		
You must bump in the cabin or office		
Do not greet or respond to the receptionist		
Think twice before you speak		
Do not visit the company's website before appearing for an interview		
Dress professionally on the day of an interview		
Always argue or contradict to what the interviewer says		
Chew the chew gum during the interview		
Keep your documents in a proper file		
Thank the interviewer		
Have the 'they need me' attitude		
Maintain eye contact and good body language		
Do not forget to carry a copy of your resume		
Give concise and to the point answers		
Do not summarize the interview		
Ask questions related to your salary		

Exercise

1. Have you ever faced an interview? What happened? What according to you happens in an interview?

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UNIT 12.2: Questions in an Interview

Unit Objectives

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

1. Understand the importance of effectively answering questions during the interview process

12.2.1 Questions in an Interview

Now that we are well aware about how to face an interview, let us discuss about the questions which might be asked in an interview.

1. Give an introduction about yourself.

It is usually the first question which an interviewer asks as this helps in setting the pace of an interview.

You can answer this question by explaining something about education qualification, family background, experience, hobbies etc.

Try to wind up your answer in two minutes.

Sample Answer:

My name is ABC. I live in New Delhi. I have completed my twelfth from LMN school. My father is a businessman and mother is a house-wife. I have a work experience of 1 year with DEF Company Ltd. I am basically fond of reading.

2. Describe yourself as a person?

This question is asked in order to check whether you comprise those qualities which the employers are looking for, so answer this question very wisely.

Sample Answer 1:

I am person who adapts to changes and is passionate enough to learn new things.

3. Where do image yourself three years from now?

The main reason behind asking this question is to check if you are ambitious enough.

Sample Answer 1:

Three years from now I see myself as a very responsible person who is indispensable and helps in the growth of the company.

4. Tell us about some of your greatest strengths.

The trick to answer such questions is by analyzing the requirements of the position you have applied for and

list down some of the qualities a person working in that profile must have.

For example, some of the qualities of people applying for jobs in Retail and BPO industry are: Patience, fluency in English, good listening skills, positive attitude etc.

Sample Answer:

My biggest strength is the way I communicate with people. I am able to tackle each and every situation with positive attitude.

Some of the strengths you may possess:

- Hard worker
- Punctual
- Determined
- Able to prioritize
- I have the ability to cope with failures and try to learn from my mistakes.
- Commitment to my work
- Love to learn new things
- I am a team player and work well with others

5. What are your weaknesses?

Each and every person has some or the other weakness. Nobody is born perfect. The most important thing is to identify them and work on it.

Sample Answer:

I am a very emotional person and take things to heart, but I working on it.

6. Will you be comfortable with working in shifts? Do you have any health problems?

Working for a BPO mostly means you will be working for clients outside the country with a different time zone which will require you to work in shifts many times and you have to be prepared for this. If you have any health problems which might cause problem while working in shifts, be clear.

7. What can you say about your communication skills?

Communication skills are one of the most important part of all the job role. So every organisation expects the employee to be good with their communication skills.

Sample Answer:

My communication skills are decent, and look for opportunities that help me in improving my communication skills.

8. Will you be able to speak for two minutes on a topic?

The interviewer will check your communication skills by asking you to speak on any topic provided by them for two minutes.

Topics may include:

a) Current Issues

b) Hobbies

c) Most memorable day in life

d) Favourite movie

e) How did you spend your last weekend?

f) My training experiences

9. If given an opportunity, how long will you work with our company?

This question asked to see if you are stable and responsible enough.

You must answer such questions by saying that i intend to stay till the point I learn the work and grow at my workplace.

Sample Answer:

If given a chance, I would work for a longer period of time with this company so that I am able to grow career wise.

10. Why should we hire you?

Prepare yourself well in advance to answer this question. Read the job requirements before coming for an interview and link your answer to it. This would serve as a reason for you to be hired.

Sample Answer:

Given an opportunity, I see this company as a long term career prospect and time and build my career here.

11. Will you be able to work under pressure?

Pressure is something which every person learns to handle with time. One cannot avoid working under pressure at workplace. Therefore answer to such questions must be yes.

Sample Answer:

Yes, I can work under pressure. There are certain responsibilities which is expected to be performed by employees in every job and I am well prepared for that.

12. Are you comfortable with learning new technologies?

Since we live in a tech savvy world, the answer to this question has to be yes. as technology is something which keeps on changing and one has to learn to adapt to changes.

Sample Answer:

Yes, I am comfortable in learning about new technologies as it will help me in performing my task in a better way and will be a plus point for me.

Practical

Questions and Answers

Make pairs. In each pair, one person will act as an interviewee and another the interviewer. Both have to present the whole process of the interview in front of the group.

Think of the answers to the questions above and answer the following questions:

1. Tell us something about yourself.

   ____

   ____

2. Where do you see yourself 3 years from now?

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3. What is your greatest strength?

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4. What are your weaknesses?

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5. Will you be comfortable with working in shifts? Do you have any health problems?

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6. How do you rate your communication skills?

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7. How do you rate your listening skills?

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8. Do you consider yourself as a team player?

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9. How long do you expect to work for us if given an opportunity?

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10. Why should we hire you?

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11. Do you think you can work under pressure?

____

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12. Are you comfortable in learning new technologies?

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13. How do you handle pressure? Do you like or dislike these situations?

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14. What are your computer skills and what software applications have you used?

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15. How would you educate yourself about the products that we sell?

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13. Employability and Entrepreneurship Skills

Unit 13.1 – Personal Strengths & Value Systems

Unit 13.2 – Digital Literacy: A Recap

Unit 13.3 – Money Matters

Unit 13.4 – Preparing for Employment & Self Employment

Unit 13.5 – Understanding Entrepreneurship

Unit 13.6 – Preparing to be an Entrepreneur

Key Learning Outcomes

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

1. Explain the meaning of health
2. List common health issues
3. Discuss tips to prevent common health issues
4. Explain the meaning of hygiene
5. Discuss the purpose of Swacch Bharat Abhiyan
6. Explain the meaning of habit
7. Discuss ways to set up a safe work environment
8. Discuss critical safety habits to be followed by employees
9. Explain the importance of self-analysis
10. Discuss motivation with the help of Maslow's Hierarchy of Needs
11. Discuss the meaning of achievement motivation
12. List the characteristics of entrepreneurs with achievement motivation
13. List the different factors that motivate you
14. Discuss the role of attitude in self-analysis
15. Discuss how to maintain a positive attitude
16. List your strengths and weaknesses
17. Discuss the qualities of honest people
18. Describe the importance of honesty in entrepreneurs
19. Discuss the elements of a strong work ethic
20. Discuss how to foster a good work ethic
21. List the characteristics of highly creative people
22. List the characteristics of highly innovative people
23. Discuss the benefits of time management
24. List the traits of effective time managers
25. Describe effective time management technique
26. Discuss the importance of anger management
27. Describe anger management strategies
28. Discuss tips for anger management
29. Discuss the causes of stress
30. Discuss the symptoms of stress
31. Discuss tips for stress management
32. Identify the basic parts of a computer
33. Identify the basic parts of a keyboard
34. Recall basic computer terminology
35. Recall basic computer terminology

36. Recall the functions of basic computer keys
37. Discuss the main applications of MS Office
38. Discuss the benefits of Microsoft Outlook
39. Discuss the different types of e-commerce
40. List the benefits of e-commerce for retailers and customers
41. Discuss how the Digital India campaign will help boost e-commerce in India
42. Describe how you will sell a product or service on an e-commerce platform
43. Discuss the importance of saving money
44. Discuss the benefits of saving money
45. Discuss the main types of bank accounts
46. Describe the process of opening a bank account
47. Differentiate between fixed and variable costs
48. Describe the main types of investment options
49. Describe the different types of insurance products
50. Describe the different types of taxes
51. Discuss the uses of online banking
52. Discuss the main types of electronic funds transfers
53. Discuss the steps to prepare for an interview
54. Discuss the steps to create an effective Resume
55. Discuss the most frequently asked interview questions
56. Discuss how to answer the most frequently asked interview questions
57. Discuss basic workplace terminology
58. Discuss the concept of entrepreneurship
59. Discuss the importance of entrepreneurship
60. Describe the characteristics of an entrepreneur
61. Describe the different types of enterprises
62. List the qualities of an effective leader
63. Discuss the benefits of effective leadership
64. List the traits of an effective team
65. Discuss the importance of listening effectively
66. Discuss how to listen effectively
67. Discuss the importance of speaking effectively
68. Discuss how to speak effectively
69. Discuss how to solve problems
70. List important problem solving traits
71. Discuss ways to assess problem solving skills
72. Discuss the importance of negotiation

73. Discuss how to negotiate
74. Discuss how to identify new business opportunities
75. Discuss how to identify business opportunities within your business
76. Explain the meaning of entrepreneur
77. Describe the different types of entrepreneurs
78. List the characteristics of entrepreneurs
79. Recall entrepreneur success stories
80. Discuss the entrepreneurial process
81. Describe the entrepreneurship ecosystem
82. Discuss the purpose of the Make in India campaign
83. Discuss key schemes to promote entrepreneurs
84. Discuss the relationship between entrepreneurship and risk appetite
85. Discuss the relationship between entrepreneurship and resilience
86. Describe the characteristics of a resilient entrepreneur
87. Discuss how to deal with failure
88. Discuss how market research is carried out
89. Describe the 4 Ps of marketing
90. Discuss the importance of idea generation
91. Recall basic business terminology
92. Discuss the need for CRM
93. Discuss the benefits of CRM
94. Discuss the need for networking
95. Discuss the benefits of networking
96. Discuss the importance of setting goals
97. Differentiate between short-term, medium-term and long-term goals
98. Discuss how to write a business plan
99. Explain the financial planning process
100. Discuss ways to manage your risk
101. Describe the procedure and formalities for applying for bank finance
102. Discuss how to manage your own enterprise
103. List important questions that every entrepreneur should ask before starting an enterprise

UNIT 13.1: Personal Strengths & Value Systems

Unit Objectives

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

1. Explain the meaning of health
2. List common health issues
3. Discuss tips to prevent common health issues
4. Explain the meaning of hygiene
5. Discuss the purpose of Swacch Bharat Abhiyan
6. Explain the meaning of habit
7. Discuss ways to set up a safe work environment
8. Discuss critical safety habits to be followed by employees
9. Explain the importance of self-analysis
10. Discuss motivation with the help of Maslow's Hierarchy of Needs
11. Discuss the meaning of achievement motivation
12. List the characteristics of entrepreneurs with achievement motivation
13. List the different factors that motivate you
14. Discuss the role of attitude in self-analysis
15. Discuss how to maintain a positive attitude
16. List your strengths and weaknesses
17. Discuss the qualities of honest people
18. Describe the importance of honesty in entrepreneurs
19. Discuss the elements of a strong work ethic
20. Discuss how to foster a good work ethic
21. List the characteristics of highly creative people
22. List the characteristics of highly innovative people
23. Discuss the benefits of time management
24. List the traits of effective time managers
25. Describe effective time management technique
26. Discuss the importance of anger management
27. Describe anger management strategies
28. Discuss tips for anger management
29. Discuss the causes of stress
30. Discuss the symptoms of stress
31. Discuss tips for stress management

13.1.1 Health, Habits, Hygiene: What is Health

As per the World Health Organization (WHO), health is a "State of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." This means being healthy does not simply mean not being unhealthy – it also means you need to be at peace emotionally, and feel fit physically. For example, you cannot say you are healthy simply because you do not have any physical ailments like a cold or cough. You also need to think about whether you are feeling calm, relaxed and happy.

Common Health Issues

Some common health issues are:

- Allergies
- Asthma
- Skin Disorders
- Depression and Anxiety
- Diabetes
- Cough, Cold, Sore Throat
- Difficulty Sleeping
- Obesity

Tips to Prevent Health Issues

Taking measures to prevent ill health is always better than curing a disease or sickness. You can stay healthy by:

- Eating healthy foods like fruits, vegetables and nuts
- Cutting back on unhealthy and sugary foods
- Drinking enough water everyday
- Not smoking or drinking alcohol
- Exercising for at least 30 minutes a day, 4-5 times a week
- Taking vaccinations when required
- Practicing yoga exercises and meditatio

How many of these health standards do you follow? Tick the ones that apply to you.

1. Get minimum 7-8 hours of sleep every night. ☐
2. Avoid checking email first thing in the morning and right before you go to bed at night. ☐
3. Don't skip meals – eat regular meals at correct meal times. ☐
4. Read a little bit every single day. ☐
5. Eat more home cooked food than junk food. ☐

6. Stand more than you sit.
7. Drink a glass of water first thing in the morning and have at least 8 glasses of water through the day.
8. Go to the doctor and dentist for regular checkups.
9. Exercise for 30 minutes at least 5 days a week.
10. Avoid consuming lots of aerated beverages.

What is Hygiene

As per the World Health Organization (WHO), "Hygiene refers to conditions and practices that help to maintain health and prevent the spread of diseases." In other words, hygiene means ensuring that you do whatever is required to keep your surroundings clean, so that you reduce the chances of spreading germs and diseases.

For instance, think about the kitchen in your home. Good hygiene means ensuring that the kitchen is always spick and span, the food is put away, dishes are washed and dustbins are not overflowing with garbage. Doing all this will reduce the chances of attracting pests like rats or cockroaches, and prevent the growth of fungus and other bacteria, which could spread disease.

How many of these health standards do you follow? Tick the ones that apply to you.

1. Have a bath or shower every day with soap – and wash your hair with shampoo 2-3 times a week.
2. Wear a fresh pair of clean undergarments every day.
3. Brush your teeth in the morning and before going to bed.
4. Cut your fingernails and toenails regularly.
5. Wash your hands with soap after going to the toilet.
6. Use an anti-perspirant deodorant on your underarms if you sweat a lot.
7. Wash your hands with soap before cooking or eating.
8. Stay home when you are sick, so other people don't catch what you have.
9. Wash dirty clothes with laundry soap before wearing them again.
10. Cover your nose with a tissue/your hand when coughing or sneezing.

See how healthy and hygienic you are, by giving yourself 1 point for every ticked statement! Then take a look at what your score means.

Your Score

0-7/20: You need to work a lot harder to stay fit and fine! Make it a point to practice good habits daily and see how much better you feel!

7-14/20: Not bad, but there is scope for improvement! Try and add a few more good habits to your daily routine.

14-20/20: Great job! Keep up the good work! Your body and mind thank you!

Swachh Bharat Abhiyan

We have already discussed the importance of following good hygiene and health practices for ourselves. But, it is not enough for us to be healthy and hygienic. We must also extend this standard to our homes, our immediate surroundings and to our country as a whole.

The 'Swachh Bharat Abhiyan' (Clean India Mission) launched by Prime Minister Shri Narendra Modi on 2nd October 2014, believes in doing exactly this. The aim of this mission is to clean the streets and roads of India and raise the overall level of cleanliness. Currently this mission covers 4,041 cities and towns across the country. Millions of our people have taken the pledge for a clean India. You should take the pledge too, and do everything possible to keep our country clean!

What are Habits

A habit is a behaviour that is repeated frequently. All of us have good habits and bad habits. Keep in mind the phrase by John Dryden: "We first make our habits, and then our habits make us." This is why it is so important that you make good habits a way of life, and consciously avoid practicing bad habits.

Some good habits that you should make part of your daily routine are:

- Always having a positive attitude
- Making exercise a part of your daily routine
- Reading motivational and inspirational stories
- Smiling! Make it a habit to smile as often as possible
- Making time for family and friends
- Going to bed early and waking up early

Some bad habits that you should quit immediately are:

- Skipping breakfast
- Snacking frequently even when you are not hungry
- Eating too much fattening and sugary food
- Smoking, drinking alcohol and doing drugs
- Spending more money than you can afford
- Worrying about unimportant issues
- Staying up late and waking up late

Tips

- Following healthy and hygienic practices every day will make you feel good mentally and physically.
- Hygiene is two-thirds of health – so good hygiene will help you stay strong and healthy!

13.1.2: Safety: Tips to Design a Safe Workplace

Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Use ergonomically designed furniture and equipment to avoid stooping and twisting
- Provide mechanical aids to avoid lifting or carrying heavy objects
- Have protective equipment on hand for hazardous jobs
- Designate emergency exits and ensure they are easily accessible
- Set down health codes and ensure they are implemented
- Follow the practice of regular safety inspections in and around the workplace
- Ensure regular building inspections are conducted
- Get expert advice on workplace safety and follow it

Non-Negotiable Employee Safety Habits

Every employee is obligated to follow all safety protocols put in place by the employer. All employees must make it a habit to:

- Immediately report unsafe conditions to a supervisor
- Recognize and report safety hazards that could lead to slips, trips and falls
- Report all injuries and accidents to a supervisor
- Wear the correct protective equipment when required
- Learn how to correctly use equipment provided for safety purposes
- Be aware of and avoid actions that could endanger other people
- Take rest breaks during the day and some time off from work during the week

Tips

- Be aware of what emergency number to call at the time of a workplace emergency
- Practice evacuation drills regularly to avoid chaotic evacuations

13.1.3 Self Analysis – Attitude, Achievement Motivation: What is Self-Analysis

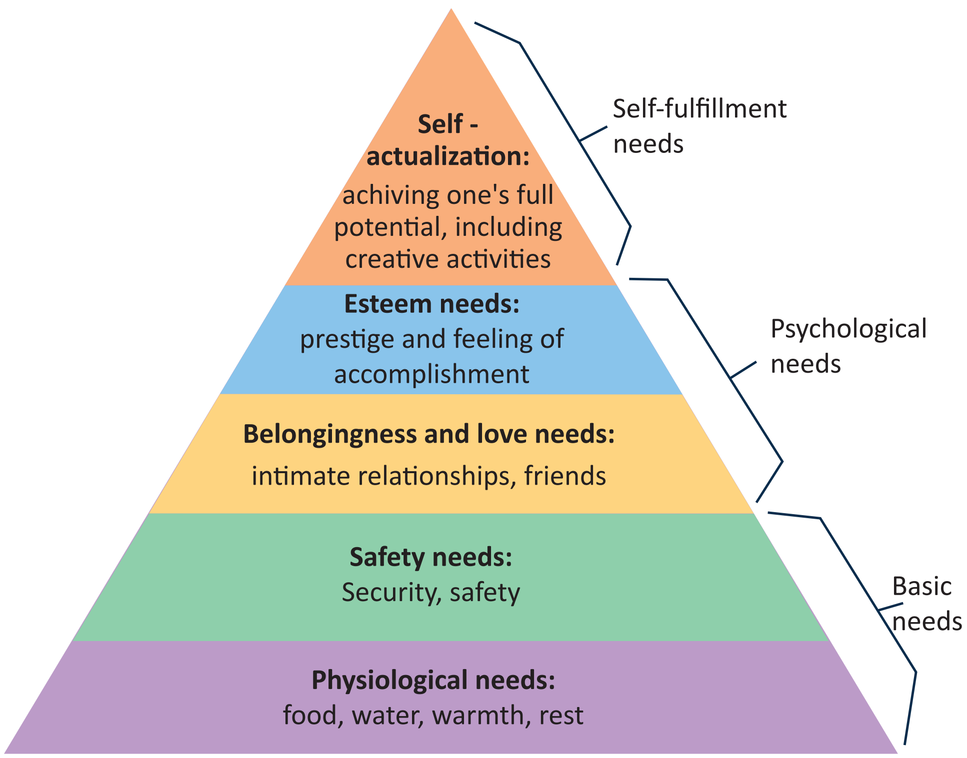
To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within yourself that need to be further developed, changed or eliminated. You can better understand yourself by taking a deep look at what motivates you, what your attitude is like, and what your strengths and weaknesses are.

What is Motivation

Very simply put, motivation is your reason for acting or behaving in a certain manner. It is important to understand that not everyone is motivated by the same desires – people are motivated by many, many different things. We can understand this better by looking at Maslow's Hierarchy of Needs.

Maslow's Hierarchy of Needs

Famous American psychologist Abraham Maslow wanted to understand what motivates people. He believed that people have five types of needs, ranging from very basic needs (called physiological needs) to more important needs that are required for self-growth (called self-actualization needs). Between the physiological and self-actualization needs are three other needs – safety needs, belongingness and love needs, and esteem needs. These needs are usually shown as a pyramid with five levels and are known as Maslow's Hierarchy of Needs.



As you can see from the pyramid, the lowest level depicts the most basic needs. Maslow believed that our behaviour is motivated by our basic needs, until those needs are met. Once they are fulfilled, we move to the next level and are motived by the next level of needs. Let's understand this better with an example.

Rupa comes from a very poor family. She never has enough food, water, warmth or rest. According to Maslow, until Rupa is sure that she will get these basic needs, she will not even think about the next level of needs – her safety needs. But, once Rupa is confident that her basic needs will be met, she will move to the next level, and her behaviour will then be motivated by her need for security and safety. Once these new needs are met, Rupa will once again move to the next level, and be motivated by her need for relationships and friends. Once this need is satisfied, Rupa will then focus on the fourth level of needs – her esteem needs, after which she will move up to the fifth and last level of needs – the desire to achieve her full potential.

Understanding Achievement Motivation

We now know that people are motivated by basic, psychological and self-fulfillment needs. However, certain people are also motivated by the achievement of highly challenging accomplishments. This is known as Achievement Motivation, or 'need for achievement'.

The level of motivation achievement in a person differs from individual to individual. It is important that entrepreneurs have a high level of achievement motivation – a deep desire to accomplish something important and unique. It is equally important that they hire people who are also highly motivated by challenges and success.

What Motivates You

What are the things that really motivate you? List down five things that really motivate you. Remember to answer honestly!

I am motivated by:

____

____

____

____

____

____

____

____

____

____

Characteristics of Entrepreneurs with Achievement Motivation

Entrepreneurs with achievement motivation can be described as follows:

- Unafraid to take risks for personal accomplishment
- Love being challenged
- Future-oriented
- Flexible and adaptive
- Value negative feedback more than positive feedback
- Very persistent when it comes to achieving goals
- Extremely courageous
- Highly creative and innovative
- Restless – constantly looking to achieve more
- Feel personally responsible for solving problems

Think about it:

- How many of these traits do you have?
- Can you think of entrepreneurs who display these traits?

What is Attitude

Now that we understand why motivation is so important for self-analysis, let's look at the role our attitude plays in better understanding ourselves. Attitude can be described as your tendency (positive or negative), to think and feel about someone or something. Attitude is the foundation for success in every aspect of life. Our attitude can be our best friend or our worst enemy. In other words:

"The only disability in life is a bad attitude."

When you start a business, you are sure to encounter a wide variety of emotions, from difficult times and failures to good times and successes. Your attitude is what will see you through the tough times and guide you towards success. Attitude is also infectious. It affects everyone around you, from your customers to your employees to your investors. A positive attitude helps build confidence in the workplace while a negative attitude is likely to result in the demotivation of your people.

How to Cultivate a Positive Attitude

The good news is attitude is a choice. So it is possible to improve, control and change our attitude, if we decide we want to! The following tips help foster a positive mindset:

- Remember that you control your attitude, not the other way around
- Devote at least 15 minutes a day towards reading, watching or listening to something positive
- Avoid negative people who only complain and stop complaining yourself
- Expand your vocabulary with positive words and delete negative phrases from your mind
- Be appreciative and focus on what's good in yourself, in your life, and in others
- Stop thinking of yourself as a victim and start being proactive
- Imagine yourself succeeding and achieving your goals

What Are Your Strengths and Weaknesses

Another way to analyze yourself is by honestly identifying your strengths and weaknesses. This will help you use your strengths to your best advantage and reduce your weaknesses.

Note down all your strengths and weaknesses in the two columns below. Remember to be honest with yourself!

Strengths	Weaknesses

Tips

- Achievement motivation can be learned.
- Don't be afraid to make mistakes.
- Train yourself to finish what you start.
- Dream big.

13.1.4 Honesty & Work Ethics: What is Honesty

Honesty is the quality of being fair and truthful. It means speaking and acting in a manner that inspires trust. A person who is described as honest is seen as truthful and sincere, and as someone who isn't deceitful or devious and doesn't steal or cheat. There are two dimensions of honesty – one is honesty in communication and the other is honesty in conduct.

Honesty is an extremely important trait because it results in peace of mind and builds relationships that are based on trust. Being dishonest, on the other hand, results in anxiety and leads to relationships full of distrust and conflict.

Qualities of Honest People

Honest individuals have certain distinct characteristics. Some common qualities among honest people are:

1. They don't worry about what others think of them. They believe in being themselves – they don't bother about whether they are liked or disliked for their personalities.
2. They stand up for their beliefs. They won't think twice about giving their honest opinion, even if they are aware that their point of view lies with the minority.
3. They are think skinned. This means they are not affected by others judging them harshly for their honest opinions.
4. They forge trusting, meaningful and healthy friendships. Honest people usually surround themselves with honest friends. They have faith that their friends will be truthful and upfront with them at all times.
5. They are trusted by their peers. They are seen as people who can be counted on for truthful and objective feedback and advice.

Importance of Honesty in Entrepreneurs

One of the most important characteristics of entrepreneurs is honesty. When entrepreneurs are honest with their customers, employees and investors, it shows that they respect those that they work with. It is also important that entrepreneurs remain honest with themselves. Let's look at how being honest would lead to great benefits for entrepreneurs.

- Honesty and customers: When entrepreneurs are honest with their customers it leads to stronger relationships, which in turn results in business growth and a stronger customer network.
- Honesty and employees: When entrepreneurs build honest relationships with their employees, it leads to more transparency in the workplace, which results in higher work performance and better results.
- Honesty and investors: For entrepreneurs, being honest with investors means not only sharing strengths but also candidly disclosing current and potential weaknesses, problem areas and solution strategies. Keep in mind that investors have a lot of experience with startups and are aware that all new companies have problems. Claiming that everything is perfectly fine and running smoothly is a red flag for most investors.
- Honesty with oneself: The consequences of being dishonest with oneself can lead to dire results, especially in the case of entrepreneurs. For entrepreneurs to succeed, it is critical that they remain realistic about their situation at all times, and accurately judge every aspect of their enterprise for what it truly is.

What are Work Ethics

Being ethical in the workplace means displaying values like honesty, integrity and respect in all your decisions and communications. It means not displaying negative qualities like lying, cheating and stealing.

Workplace ethics play a big role in the profitability of a company. It is as crucial to an enterprise as high morale and teamwork. This is why most companies lay down specific workplace ethic guidelines that must compulsorily be followed by their employees. These guidelines are typically outlined in a company's employee handbook.

Elements of a Strong Work Ethic

An entrepreneur must display strong work ethics, as well as hire only those individuals who believe in and display the same level of ethical behavior in the workplace. Some elements of a strong work ethic are:

- **Professionalism**: This involves everything from how you present yourself in a corporate setting to the manner in which you treat others in the workplace.
- **Respectfulness**: This means remaining poised and diplomatic regardless of how stressful or volatile a situation is.
- **Dependability**: This means always keeping your word, whether it's arriving on time for a meeting or delivering work on time.
- **Dedication**: This means refusing to quit until the designated work is done, and completing the work at the highest possible level of excellence.
- **Determination**: This means embracing obstacles as challenges rather than letting them stop you, and pushing ahead with purpose and resilience to get the desired results.
- **Accountability**: This means taking responsibility for your actions and the consequences of your actions, and not making excuses for your mistakes.
- **Humility**: This means acknowledging everyone's efforts and had work, and sharing the credit for accomplishments.

How to Foster a Good Work Ethic

As an entrepreneur, it is important that you clearly define the kind of behaviour that you expect from each and every team member in the workplace. You should make it clear that you expect employees to display positive work ethics like:

- **Honesty**: All work assigned to a person should be done with complete honesty, without any deceit or lies.
- **Good attitude**: All team members should be optimistic, energetic, and positive.
- **Reliability**: Employees should show up where they are supposed to be, when they are supposed to be there.
- **Good work habits**: Employees should always be well groomed, never use inappropriate language, conduct themselves professionally at all times, etc.
- **Initiative**: Doing the bare minimum is not enough. Every team member needs to be proactive and show initiative.
- **Trustworthiness**: Trust is non-negotiable. If an employee cannot be trusted, it's time to let that employee go.

- **Respect**: Employees need to respect the company, the law, their work, their colleagues and themselves.
- **Integrity**: Each and every team member should be completely ethical and must display above board behaviour at all times.
- **Efficiency**: Efficient employees help a company grow while inefficient employees result in a waste of time and resources.

Tips

- Don’t get angry when someone tells you the truth and you don’t like what you hear.
- Always be willing to accept responsibility for your mistakes.

13.1.5 Creativity & Innovation : What is Creativity

Creativity means thinking outside the box. It means viewing things in new ways or from different perspectives, and then converting these ideas into reality. Creativity involves two parts: thinking and producing. Simply having an idea makes you imaginative, not creative. However, having an idea and acting on it makes you creative.

Characteristics of Highly Creative People

Some characteristics of creative people are:

- They are imaginative and playful
- They see issues from different angles
- They notice small details
- They have very little tolerance for boredom
- They detest rules and routine
- They love to daydream
- They are very curious

What is Innovation

There are many different definitions of innovation. In simple terms, innovation means turning an idea into a solution that adds value. It can also mean adding value by implementing a new product, service or process, or significantly improving on an existing product, service or process.

Characteristics of Highly Innovative People

Some characteristics of highly innovative people are:

- They embrace doing things differently
- They don't believe in taking shortcuts
- They are not afraid to be unconventional
- They are highly proactive and persistent
- They are organized, cautious and risk-averse

Tips

- Take regular breaks from your creative work to recharge yourself and gain fresh perspective.
- Build prototypes frequently, test them out, get feedback, and make the required changes.

13.1.6 Time Management: What is Time Management

Time management is the process organizing your time, and deciding how to allocate your time between different activities. Good time management is the difference between working smart (getting more done in less time) and working hard (working for more time to get more done).

Effective time management leads to an efficient work output, even when you are faced with tight deadlines and high pressure situations. On the other hand, not managing your time effectively results in inefficient output and increases stress and anxiety.

Benefits of Time Management

Time management can lead to huge benefits like:

- Greater productivity
- Better professional reputation
- Higher chances for career advancement
- Higher efficiency
- Reduced stress
- Greater opportunities to achieve goals

Not managing time effectively can result in undesirable consequences like:

- Missing deadlines
- Substandard work quality
- Stalled career
- Inefficient work output
- Poor professional reputation
- Increase in stress and anxiety

Traits of Effective Time Managers

Some traits of effective time managers are:

- They begin projects early
- They set daily objectives
- They modify plans if required, to achieve better results
- They are flexible and open-minded
- They inform people in advance if their help will be required
- They know how to say no
- They break tasks into steps with specific deadlines
- They continually review long term goals
- They think of alternate solutions if and when required
- They ask for help when required
- They create backup plans

Effective Time Management Techniques

You can manage your time better by putting into practice certain time management techniques. Some helpful tips are:

- Plan out your day as well as plan for interruptions. Give yourself at least 30 minutes to figure out your time plan. In your plan, schedule some time for interruptions.
- Put up a "Do Not Disturb" sign when you absolutely have to complete a certain amount of work.
- Close your mind to all distractions. Train yourself to ignore ringing phones, don't reply to chat messages and disconnect from social media sites.

- Delegate your work. This will not only help your work get done faster, but will also show you the unique skills and abilities of those around you.
- Stop procrastinating. Remind yourself that procrastination typically arises due to the fear of failure or the belief that you cannot do things as perfectly as you wish to do them.
- Prioritize. List each task to be completed in order of its urgency or importance level. Then focus on completing each task, one by one.
- Maintain a log of your work activities. Analyze the log to help you understand how efficient you are, and how much time is wasted every day.
- Create time management goals to reduce time wastage.

Tips

- Always complete the most important tasks first.
- Get at least 7 – 8 hours of sleep every day.
- Start your day early.
- Don't waste too much time on small, unimportant details.
- Set a time limit for every task that you will undertake.
- Give yourself some time to unwind between tasks.

13.1.7 Anger Management: What is Anger Management

Anger management is the process of:

1. Learning to recognize the signs that you, or someone else, is becoming angry
2. Taking the best course of action to calm down the situation in a positive way

Anger management does not mean suppressing anger.

Importance of Anger Management

Anger is a perfectly normal human emotion. In fact, when managed the right way, anger can be considered a healthy emotion. However, if it is not kept in check, anger can make us act inappropriately and can lead to us saying or doing things that we will likely later regret.

Extreme anger can:

- **Hurt you physically**: It leads to heart disease, diabetes, a weakened immune system, insomnia, and high blood pressure.
- **Hurt you mentally**: It can cloud your thinking and lead to stress, depression and mental health issues.
- **Hurt your career**: It can result in alienating your colleagues, bosses, clients and lead to the loss of respect.
- **Hurt your relationships**: It makes it hard for your family and friends to trust you, be honest with you and feel comfortable around you.

This is why anger management, or managing anger appropriately, is so important.

Anger Management Strategies

Here are some strategies that can help you control your anger:

Strategy 1: Relaxation

Something as simple as breathing deeply and looking at relaxing images works wonders in calming down angry feelings. Try this simple breathing exercise:

1. Take a deep breath from your diaphragm (don't breathe from your chest)
2. Visualize your breath coming up from your stomach
3. Keep repeating a calming word like 'relax' or 'take it easy' (remember to keep breathing deeply while repeating the word)
4. Picture a relaxing moment (this can be from your memory or your imagination)

Follow this relaxation technique daily, especially when you realize that you're starting to feel angry.

Strategy 2: Cognitive Restructuring

Cognitive restructuring means changing the manner in which you think. Anger can make you curse, swear, exaggerate and act very dramatically. When this happens, force yourself to replace your angry thoughts with more logical ones. For instance, instead of thinking 'Everything is ruined' change your mindset and tell yourself 'It's not the end of the world and getting angry won't solve this'.

Strategy 3: Problem Solving

Getting angry about a problem that you cannot control is a perfectly natural response. Sometimes, try as you may, there may not be a solution to the difficulty you are faced with. In such cases, stop focusing on solving the problem, and instead focus on handling and facing the problem. Remind yourself that you will do your best to deal with the situation, but that you will not blame yourself if you don't get the solution you desire.

Strategy 4: Better Communication

When you're angry, it is very easy to jump to inaccurate conclusions. In this case, you need to force yourself to stop reacting, and think carefully about what you want to say, before saying it. Avoid saying the first thing that enters your head. Force yourself to listen carefully to what the other person is saying. Then think about the conversation before responding.

Strategy 5: Changing Your Environment

If you find that your environment is the cause of your anger, try and give yourself a break from your surroundings. Make an active decision to schedule some personal time for yourself, especially on days that are very hectic and stressful. Having even a brief amount of quiet or alone time is sure to help calm you down.

Tips for Anger Management

The following tips will help you keep your anger in check:

- Take some time to collect your thoughts before you speak out in anger.
- Express the reason for your anger in an assertive, but non-confrontational manner once you have calmed down.
- Do some form of physical exercise like running or walking briskly when you feel yourself getting angry.
- Make short breaks part of your daily routine, especially during days that are stressful.
- Focus on how to solve a problem that's making you angry, rather than focusing on the fact that the problem is making you angry.

Tips

- Try to forgive those who anger you, rather than hold a grudge against them.
- Avoid using sarcasm and hurling insults. Instead, try and explain the reason for your frustration in a polite and mature manner.

13.1.8 Stress Management: What is Stress

We say we are 'stressed' when we feel overloaded and unsure of our ability to deal with the pressures placed on us. Anything that challenges or threatens our well-being can be defined as a stress. It is important to note that stress can be good and bad. While good stress keeps us going, negative stress undermines our mental and physical health. This is why it is so important to manage negative stress effectively.

Causes of Stress

Stress can be caused by internal and external factors.

Internal causes of stress

- Constant worry
- Rigid thinking
- Unrealistic expectations
- Pessimism
- Negative self-talk
- All in or all out attitude

External causes of stress

- Major life changes
- Difficulties with relationships
- Having too much to do
- Difficulties at work or in school
- Financial difficulties
- Worrying about one's children and/or family

Symptoms of Stress

Stress can manifest itself in numerous ways. Take a look at the cognitive, emotional, physical and behavioral symptoms of stress.

Cognitive Symptoms	Emotional Symptoms
• Memory problems	• Depression
• Concentration issues	• Agitation
• Lack of judgement	• Irritability
• Pessimism	• Loneliness
• Anxiety	• Anxiety
• Constant worrying	• Anger

Physical Symptoms	Behavioral Symptoms
• Aches and pain	• Increase or decrease in appetite
• Diarrhea or constipation	• Over sleeping or not sleeping enough
• Nausea	• Withdrawing socially
• Dizziness	• Ignoring responsibilities
• Chest pain and/or rapid heartbeat	• Consumption of alcohol or cigarettes
• Frequent cold or flu like feelings	• Nervous habits like nail biting, pacing etc.

Tips to Manage Stress

The following tips can help you manage your stress better:

- Note down the different ways in which you can handle the various sources of your stress.
- Remember that you cannot control everything, but you can control how you respond.
- Discuss your feelings, opinions and beliefs rather than reacting angrily, defensively or passively.
- Practice relaxation techniques like meditation, yoga or tai chi when you start feeling stressed.
- Devote a part of your day towards exercise.
- Eat healthy foods like fruits and vegetables. Avoid unhealthy foods especially those containing large amounts of sugar.
- Plan your day so that you can manage your time better, with less stress.
- Say no to people and things when required.
- Schedule time to pursue your hobbies and interests.
- Ensure you get at least 7-8 hours of sleep.
- Reduce your caffeine intake.
- Increase the time spent with family and friends.

Tips

- Force yourself to smile even if you feel stressed. Smiling makes us feel relaxed and happy.
- Stop yourself from feeling and thinking like a victim. Change your attitude and focus on being proactive.

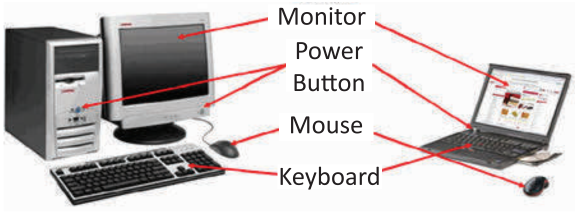
13.2. Digital Literacy: A Recap

Unit Objectives

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

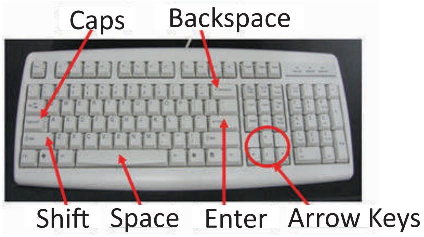
1. Identify the basic parts of a computer
2. Identify the basic parts of a keyboard
3. Recall basic computer terminology
4. Recall basic computer terminology
5. Recall the functions of basic computer keys
6. Discuss the main applications of MS Office
7. Discuss the benefits of Microsoft Outlook
8. Discuss the different types of e-commerce
9. List the benefits of e-commerce for retailers and customers
10. Discuss how the Digital India campaign will help boost e-commerce in India
11. Describe how you will sell a product or service on an e-commerce platform

13.2.1 Computer and Internet basics: Basic Parts of a Computer



- **Central Processing Unit (CPU)**: The brain of the computer. It interprets and carries out program instructions.
- **Hard Drive**: A device that stores large amounts of data.
- **Monitor**: The device that contains the computer screen where the information is visually displayed.
- **Mouse**: A hand-held device used to point to items on the monitor.
- **Speakers**: Devices that enable you to hear sound from the computer.
- **Printer**: A device that converts output from a computer into printed paper documents.

Basic Parts of a Keyboard



- **Arrow Keys**: Press these keys to move your cursor.
- **Space bar**: Adds a space.
- **Enter/Return**: Moves your cursor to a new line.
- **Shift**: Press this key if you want to type a capital letter or the upper symbol of a key.
- **Caps Lock**: Press this key if you want all the letters you type to be capital letters. Press it again to revert back to typing lowercase letters.
- **Backspace**: Deletes everything to the left of your cursor.

Basic Internet Terms

- **The Internet**: A vast, international collection of computer networks that transfers information.
- **The World Wide Web**: A system that lets you access information on the Internet.
- **Website**: A location on the World Wide Web (and Internet) that contains information about a specific topic.
- **Homepage**: Provides information about a website and directs you to other pages on that website.
- **Link/Hyperlink**: A highlighted or underlined icon, graphic, or text that takes you to another file or object.
- **Web Address/URL**: The address for a website.
- **Address Box**: A box in the browser window where you can type in a web address.

Tips

- When visiting a .com address, there no need to type http:// or even www. Just type the name of the website and then press Ctrl + Enter. (Example: Type 'apple' and press Ctrl + Enter to go to www.apple.com)
- Press the Ctrl key and press the + or - to increase and decrease the size of text.
- Press F5 or Ctrl + R to refresh or reload a web page.

13.2.2 MS Office and Email: About MS Office

MS Office or Microsoft Office is a suite of computer programs developed by Microsoft. Although meant for all users, it offers different versions that cater specifically to students, home users and business users. All the programs are compatible with both, Windows and Macintosh.

Most Popular Office Products

Some of the most popular and universally used MS Office applications are:

- **Microsoft Word**: Allows users to type text and add images to a document.
- **Microsoft Excel**: Allows users to enter data into a spreadsheet and create calculations and graphs.
- **Microsoft PowerPoint**: Allows users to add text, pictures and media and create slideshows and presentations.
- **Microsoft Outlook**: Allows users to send and receive email.
- **Microsoft OneNote**: Allows users to make drawings and notes with the feel of a pen on paper.
- **Microsoft Access**: Allows users to store data over many tables.

Why Choose Microsoft Outlook

A popular email management choice especially in the workplace, Microsoft Outlook also includes an address book, notebook, web browser and calendar. Some major benefits of this program are:

- **Integrated search function**: You can use keywords to search for data across all Outlook programs.
- **Enhanced security**: Your email is safe from hackers, junk mail and phishing website email.
- **Email syncing**: Sync your mail with your calendar, contact list, notes in OneNote and...your phone!
- **Offline access to email**: No Internet? No problem! Write emails offline and send them when you're connected again.

Tips

- Press Ctrl+R as a shortcut method to reply to email.
- Set your desktop notifications only for very important emails.
- Flag messages quickly by selecting messages and hitting the Insert key.
- Save frequently sent emails as a template to reuse again and again.
- Conveniently save important emails as files.

13.2.3 E-Commerce: What is E-Commerce

E-commerce is the buying or selling of goods and services, or the transmitting of money or data, electronically on the internet. E-Commerce is the short form for “electronic commerce.”

Examples of E-Commerce

Some examples of e-commerce are:

- Online shopping
- Online auctions
- Online ticketing
- Electronic payments
- Internet banking

Types of E-Commerce

E-commerce can be classified based on the types of participants in the transaction. The main types of e-commerce are:

- **Business to Business (B2B)**: Both the transacting parties are businesses.
- **Business to Consumer (B2C)**: Businesses sell electronically to end-consumers.
- **Consumer to Consumer (C2C)**: Consumers come together to buy, sell or trade items to other consumers.
- **Consumer-to-Business (C2B)**: Consumers make products or services available for purchase to companies looking for exactly those services or products.
- **Business-to-Administration (B2A)**: Online transactions conducted between companies and public administration.
- **Consumer-to-Administration (C2A)**: Online transactions conducted between individuals and public administration.

Benefits of E-Commerce

The e-commerce business provides some benefits for retailers and customers.

Benefits for retailers:

- Establishes an online presence
- Reduces operational costs by removing overhead costs
- Increases brand awareness through the use of good keywords
- Increases sales by removing geographical and time constraints

Benefits for customers:

- Offers a wider range of choice than any physical store
- Enables goods and services to be purchased from remote locations
- Enables consumers to perform price comparisons

Digital India Campaign

Prime Minister Narendra Modi launched the Digital India campaign in 2015, with the objective of offering every citizen of India access to digital services, knowledge and information. The campaign aims to improve the country's online infrastructure and increase internet connectivity, thus boosting the e-commerce industry.

Currently, the majority of online transactions come from tier 2 and tier 3 cities. Once the Digital India campaign is in place, the government will deliver services through mobile connectivity, which will help deliver internet to remote corners of the country. This will help the e-commerce market to enter India's tier 4 towns and rural areas.

E-Commerce Activity

Choose a product or service that you want to sell online. Write a brief note explaining how you will use existing e-commerce platforms, or create a new e-commerce platform, to sell your product or service.

Tips

- Before launching your e-commerce platform, test everything.
- Pay close and personal attention to your social media.

13.3: Money Matters

Unit Objectives

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

1. Discuss the importance of saving money
2. Discuss the benefits of saving money
3. Discuss the main types of bank accounts
4. Describe the process of opening a bank account
5. Differentiate between fixed and variable costs
6. Describe the main types of investment options
7. Describe the different types of insurance products
8. Describe the different types of taxes
9. Discuss the uses of online banking
10. Discuss the main types of electronic funds transfers

13.3.1 Personal Finance – Why to Save: Importance of Saving

We all know that the future is unpredictable. You never know what will happen tomorrow, next week or next year. That's why saving money steadily through the years is so important. Saving money will help improve your financial situation over time. But more importantly, knowing that you have money stashed away for an emergency will give you peace of mind. Saving money also opens the door to many more options and possibilities.

Benefits of Saving

Inculcating the habit of saving leads to a vast number of benefits. Saving helps you:

- **Become financially independent**: When you have enough money saved up to feel secure you can start making your choices, from taking a vacation whenever you want, to switching careers or starting your own business.
- **Invest in yourself through education**: Through saving, you can earn enough to pay up for courses that will add to your professional experience and ultimately result in higher paying jobs.
- **Get out of debt**: Once you have saved enough as a reserve fund, you can use your savings to pay off debts like loans or bills that have accumulated over time.
- **Be prepared for surprise expenses**: Having money saved enables you to pay for unforeseen expenses like sudden car or house repairs, without feeling financially stressed.
- **Pay for emergencies**: Saving helps you deal with emergencies like sudden health issues or emergency trips without feeling financially burdened.

- **Afford large purchases and achieve major goals**: Saving diligently makes it possible to place down payments towards major purchases and goals, like buying a home or a car.
- **Retire**: The money you have saved over the years will keep you comfortable when you no longer have the income you would get from your job.

Tips

- Break your spending habit. Try not spending on one expensive item per week, and put the money that you would have spent into your savings.
- Decide that you will not buy anything on certain days or weeks and stick to your word.

13.3.2 Types of Bank Accounts, Opening a Bank Account: Types of Bank Accounts

In India, banks offer four main types of bank accounts. These are:

- Current Accounts
- Savings Accounts
- Recurring Deposit Accounts
- Fixed Deposit Accounts

Current Accounts

Current accounts offer the most liquid deposits and thus, are best suited for businessmen and companies. As these accounts are not meant for investments and savings, there is no imposed limit on the number or amount of transactions that can be made on any given day. Current account holders are not paid any interest on the amounts held in their accounts. They are charged for certain services offered on such accounts.

Savings Accounts

Savings accounts are meant to promote savings, and are therefore the number one choice for salaried individuals, pensioners and students. While there is no restriction on the number and amount of deposits made, there are usually restrictions on the number and amount of withdrawals. Savings account holders are paid interest on their savings.

Recurring Deposit Accounts

Recurring Deposit accounts, also called RD accounts, are the accounts of choice for those who want to save an amount every month, but are unable to invest a large sum at one time. Such account holders deposit a small, fixed amount every month for a pre-determined period (minimum 6 months). Defaulting on a monthly payment results in the account holder being charged a penalty amount. The total amount is repaid with interest at the end of the specified period.

Fixed Deposit Accounts

Fixed Deposit accounts, also called FD accounts, are ideal for those who wish to deposit their savings for a long term in return for a high rate of interest. The rate of interest offered depends on the amount deposited and the time period, and also differs from bank to bank. In the case of an FD, a certain amount of money is deposited by the account holder for a fixed period of time. The money can be withdrawn when the period expires. If necessary, the depositor can break the fixed deposit prematurely. However, this usually attracts a penalty amount which also differs from bank to bank.

Opening a Bank Account

Opening a bank account is quite a simple process. Take a look at the steps to open an account of your own:

Step 1: Fill in the Account Opening Form

This form requires you to provide the following information:

- Personal details (name, address, phone number, date of birth, gender, occupation, address)
- Method of receiving your account statement (hard copy/email)
- Details of your initial deposit (cash/cheque)
- Manner of operating your account (online/mobile banking/traditional via cheque, slip books)

Ensure that you sign wherever required on the form.

Step 2: Affix your Photograph

Stick a recent photograph of yourself in the allotted space on the form.

Step 3: Provide your Know Your Customer (KYC) Details

KYC is a process that helps banks verify the identity and address of their customers. To open an account, every individual needs to submit certain approved documents with respect to photo identity (ID) and address proof. Some Officially Valid Documents (OVDs) are:

- Passport
- Driving License
- Voters' Identity Card
- PAN Card
- UIDAI (Aadhaar) Card

Step 4: Submit All your Documents

Submit the completed Account Opening Form and KYC documents. Then wait until the forms are processed and your account has been opened!

Tips

- Select the right type of account.
- Fill in complete nomination details.
- Ask about fees.
- Understand the rules.
- Check for online banking – it's convenient!
- Keep an eye on your bank balance.

13.3.3 Costs: Fixed vs Variable: What are Fixed and Variable Costs

Fixed costs and variable costs together make up a company's total cost. These are the two types of costs that companies have to bear when producing goods and services.

A fixed cost does not change with the volume of goods or services a company produces. It always remains the same.

A variable cost, on the other hand, increases and decreases depending on the volume of goods and services produced. In other words, it varies with the amount produced.

Differences Between Fixed and Variable Costs

Let's take a look at some of the main differences between fixed and variable costs:

Criteria	Fixed Costs	Variable Costs
Meaning	A cost that stays the same, regardless of the output produced.	A cost that changes when the output changes.
Nature	Time related.	Volume related.
Incurred	Incurred irrespective of units being produced.	Incurred only when units are produced.
Unit cost	Inversely proportional to the number of units produced.	Remains the same, per unit.
Examples	Depreciation, rent, salary, insurance, tax etc.	Material consumed, wages, commission on sales, packing expenses, etc.

Tips

- When trying to determine whether a cost is fixed or variable, simply ask the following question: Will the particular cost change if the company stopped its production activities? If the answer is no, then it is a fixed cost. If the answer is yes, then it is probably a variable cost.

13.3.4 Investment, Insurance and Taxes: Investment

Investment means that money is spent today with the aim of reaping financial gains at a future time. The main types of investment options are as follows:

- **Bonds:** Bonds are instruments used by public and private companies to raise large sums of money – too large to be borrowed from a bank. These bonds are then issued in the public market and are bought by lenders.
- **Stocks:** Stocks or equity are shares that are issued by companies and are bought by the general public.
- **Small Savings Schemes:** Small Savings Schemes are tools meant to save money in small amounts. Some popular schemes are the Employees Provident Fund, Sukanya Samriddhi Scheme and National Pension Scheme.
- **Mutual Funds:** Mutual Funds are professionally managed financial instruments that invest money in different securities on behalf of investors.
- **Fixed Deposits:** A fixed amount of money is kept aside with a financial institution for a fixed amount of time in return for interest on the money.
- **Real Estate:** Loans are taken from banks to purchase real estate, which is then leased or sold with the aim of making a profit on the appreciated property price.
- **Hedge Funds:** Hedge funds invest in both financial derivatives and/or publicly traded securities.
- **Private Equity:** Private Equity is trading in the shares of an operating company that is not publicly listed and whose shares are not available on the stock market.
- **Venture Capital:** Venture Capital involves investing substantial capital in a budding company in return for stocks in that company.

Insurance

There are two types of insurance – Life Insurance and Non-Life or General Insurance.

Life Insurance

Life Insurance deals with all insurance covering human life.

Life Insurance Products

The main life insurance products are:

- **Term Insurance:** This is the simplest and cheapest form of insurance. It offers financial protection for a specified tenure, say 15 to 20 years. In the case of your death, your family is paid the sum assured. In the case of your surviving the term, the insurer pays nothing.
- **Endowment Policy:** This offers the dual benefit of insurance and investment. Part of the premium is allocated towards the sum assured, while the remaining premium gets invested in equity and debt. It pays a lump sum amount after the specified duration or on the death of the policyholder, whichever is earlier.
- **Unit-Linked Insurance Plan (ULIP):** Here part of the premium is spent on the life cover, while the remaining amount is invested in equity and debt. It helps develop a regular saving habit.

- **Money Back Life Insurance:** While the policyholder is alive, periodic payments of the partial survival benefits are made during the policy tenure. On the death of the insured, the insurance company pays the full sum assured along with survival benefits.
- **Whole Life Insurance:** It offers the dual benefit of insurance and investment. It offers insurance cover for the whole life of the person or up to 100 years whichever is earlier.

General Insurance

General Insurance deals with all insurance covering assets like animals, agricultural crops, goods, factories, cars and so on.

General Insurance Products

The main general insurance products are:

- **Motor Insurance:** This can be divided into Four Wheeler Insurance and Two Wheeler Insurance.
- **Health Insurance:** The main types of health insurance are individual health insurance, family floater health insurance, comprehensive health insurance and critical illness insurance.
- **Travel Insurance:** This can be categorised into Individual Travel Policy, Family Travel Policy, Student Travel Insurance and Senior Citizen Health Insurance.
- **Home Insurance:** This protects the house and its contents from risk.
- **Marine Insurance:** This insurance covers goods, freight, cargo etc. against loss or damage during transit by rail, road, sea and/or air.

Taxes

There are two types of taxes – Direct Taxes and Indirect Taxes.

Direct Tax

Direct taxes are levied directly on an entity or a person and are non-transferrable.

Some examples of Direct Taxes are:

- **Income Tax:** This tax is levied on your earning in a financial year. It is applicable to both, individuals and companies.
- **Capital Gains Tax:** This tax is payable whenever you receive a sizable amount of money. It is usually of two types – short term capital gains from investments held for less than 36 months and long term capital gains from investments held for longer than 36 months.
- **Securities Transaction Tax: T**his tax is added to the price of a share. It is levied every time you buy or sell shares.
- **Perquisite Tax:** This tax is levied is on perks that have been acquired by a company or used by an employee.
- **Corporate Tax:** Corporate tax is paid by companies from the revenue they earn.

Indirect Tax

Indirect taxes are levied on goods or services.

Some examples of Indirect Taxes are:

- **Sales Tax:** Sales Tax is levied on the sale of a product.
- **Service Tax:** Service Tax is added to services provided in India.
- **Value Added Tax:** Value Added Tax is levied at the discretion of the state government. The tax is levied on goods sold in the state. The tax amount is decided by the state.
- **Customs Duty & Octroi:** Customs Duty is a charge that is applied on purchases that are imported from another country. Octroi is levied on goods that cross state borders within India.
- **Excise Duty:** Excise Duty is levied on all goods manufactured or produced in India.

Tips

- Think about how quickly you need your money back and pick an investment option accordingly.
- Ensure that you are buying the right type of insurance policy for yourself.
- Remember, not paying taxes can result in penalties ranging from fines to imprisonment.

13.3.5 Online Banking, NEFT, RTGS etc.:

What is Online Banking

Internet or online banking allows account holders to access their account from a laptop at any location. In this way, instructions can be issued. To access an account, account holders simply need to use their unique customer ID number and password.

Internet banking can be used to:

- Find out an account balance
- Transfer amounts from one account to another
- Arrange for the issuance of cheques
- Instruct payments to be made
- Request for a cheque book
- Request for a statement of accounts
- Make a fixed deposit

Electronic Funds Transfers

Electronic funds transfer is a convenient way of transferring money from the comfort of one's own home, using integrated banking tools like internet and mobile banking.

Transferring funds via an electronic gateway is extremely convenient. With the help of online banking, you can choose to:

- Transfer funds into your own accounts of the same bank.
- Transfer funds into different accounts of the same bank.
- Transfer funds into accounts in different banks, using NEFT.
- Transfer funds into other bank accounts using RTGS.
- Transfer funds into various accounts using IMPS.

NEFT

NEFT stands for National Electronic Funds Transfer. This money transfer system allows you to electronically transfer funds from your respective bank accounts to any other account, either in the same bank or belonging to any other bank. NEFT can be used by individuals, firms and corporate organizations to transfer funds between accounts.

In order to transfer funds via NEFT, two things are required:

- A transferring bank
- A destination bank

Before you can transfer funds through NEFT, you will need to register the beneficiary who will be receiving the funds. In order to complete this registration, you will require the following information:

- Recipient's name
- Recipient's account number
- Recipient's bank's name
- Recipient's bank's IFSC code

RTGS

RTGS stands for Real Time Gross Settlement. This is a real time funds transfer system which enables you to transfer funds from one bank to another, in real time or on a gross basis. The transferred amount is immediately deducted from the account of one bank, and instantly credited to the other bank's account. The RTGS payment gateway is maintained by the Reserve Bank of India. The transactions between banks are made electronically.

RTGS can be used by individuals, companies and firms to transfer large sums of money. Before remitting funds through RTGS, you will need to add the beneficiary and his bank account details via your online banking account. In order to complete this registration, you will require the following information:

- Name of the beneficiary
- Beneficiary's account number
- Beneficiary's bank address
- Beneficiary's bank's IFSC code

IMPS

IMPS stands for Immediate Payment Service. This is a real-time, inter-bank, electronic funds transfer system used to transfer money instantly within banks across India. IMPS enables users to make instant electronic transfer payments using mobile phones through both, Mobile Banking and SMS. It can also be used through ATMs and online banking. IMPS is available 24 hours a day and 7 days a week. The system features a secure transfer gateway and immediately confirms orders that have been fulfilled.

To transfer money through IMPS, the you need to:

- Register for IMPS with your bank
- Receive a Mobile Money Identifier (MMID) from the bank
- Receive a MPIN from the bank

Once you have both these, you can login or make a request through SMS to transfer a particular amount to a beneficiary.

For the beneficiary to receive the transferred money, he must:

1. Link his mobile number with his respective account
2. Receive the MMID from the bank

In order to initiate a money transfer through IMPS, you will need to enter the following information:

1. The beneficiary's mobile number
2. The beneficiary's MMID
3. The transfer amount
4. Your MPIN

As soon as money has been deducted from your account and credited into the beneficiary's account, you will be sent a confirmation SMS with a transaction reference number, for future reference.

Differences Between NEFT, RTGS & IMPS

Criteria	NEFT	RTGS	IMPS
Settlement	Done in batches	Real-time	Real-time
Full form	National Electronic Fund Transfer	Real Time Gross Settlement	Immediate Payment Service
Timings on Monday – Friday	8:00 am – 6:30 pm	9:00 am – 4:30 pm	24x7
Timings on Saturday	8:00 am – 1:00 pm	9:00 am – 1:30 pm	24x7
Minimum amount of money transfer limit	₹1	₹2 lacs	₹1
Maximum amount of money transfer limit	₹10 lacs	₹10 lacs per day	₹2 lacs
Maximum charges as per RBI	Upto 10,000 – ₹2.5 above 10,000 – 1 lac – ₹5 above 1 – 2 lacs – ₹15 above 2 – 5 lacs – ₹25 above 5 – 10 lacs – ₹25	above 2 – 5 lacs – ₹25 above 5 – 10 lacs – ₹50	Upto 10,000 – ₹5 above 10,000 – 1 lac – ₹5 above 1 – 2 lacs – ₹15

Tips

- Never click on any links in any e-mail message to access your online banking website.
- You will never be asked for your credit or debit card details while using online banking.
- Change your online banking password regularly.

13.4. Preparing for Employment & Self Employment

Unit Objectives

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

1. Discuss the steps to prepare for an interview
2. Discuss the steps to create an effective Resume
3. Discuss the most frequently asked interview questions
4. Discuss how to answer the most frequently asked interview questions
5. Discuss basic workplace terminology

13.4.1 Interview Preparation: How to Prepare for an Interview

The success of your getting the job that you want depends largely on how well your interview for that job goes. Therefore, before you go in for your interview, it is important that you prepare for it with a fair amount of research and planning. Take a look at the steps to follow in order to be well prepared for an interview:

1. **Research the organization that you are having the interview with.**
   - Studying the company beforehand will help you be more prepared at the time of the interview. Your knowledge of the organization will help you answer questions at the time of the interview, and will leave you looking and feeling more confident. This is sure to make you stand out from other, not as well informed, candidates.
   - Look for background information on the company. Ty and find an overview of the company and its industry profile.
   - Visit the company website to get a good idea of what the company does. A company website offers a wealth of important information. Read and understand the company's mission statement. Pay attention to the company's products/services and client list. Read through any press releases to get an idea of the company's projected growth and stability.
   - Note down any questions that you have after your research has been completed.
2. **Think about whether your skills and qualifications match the job requirements.**
   - Carefully read through and analyze the job description.
   - Make a note of the knowledge, skills and abilities required to fulfill the job requirements.
   - Take a look at the organization hierarchy. Figure out where the position you are applying for fits into this hierarchy.
3. **Go through the most typical interview questions asked, and prepare your responses.**
   - Remember, in most interviews a mix of resume-based, behavioral and case study questions are asked.
   - Think about the kind of answers you would like to provide to typical questions asked in these three areas.
   - Practice these answers until you can express them confidently and clearly.

4. **Plan your attire for the interview.**
   - It is always safest to opt for formal business attire, unless expressly informed to dress in business casual (in which case you should use your best judgement).
   - Ensure that your clothes are clean and well-ironed. Pick neutral colours – nothing too bright or flashy.
   - The shoes you wear should match your clothes, and should be clean and suitable for an interview.
   - Remember, your aim is to leave everyone you meet with the impression that you are a professional and highly efficient person.
5. **Ensure that you have packed everything that you may require during the interview.**
   - Carry a few copies of your resume. Use a good quality paper for your resume print outs.
   - Always take along a notepad and a pen.
   - Take along any information you may need to refer to, in order to fill out an application form.
   - Carry a few samples of your work, if relevant.
6. **Remember the importance of non-verbal communication.**
   - Practice projecting confidence. Remind yourself to smile and make eye contact. Practice giving a firm handshake.
   - Keep in mind the importance of posture. Practice sitting up straight. Train yourself to stop nervous gestures like fidgeting and foot-tapping.
   - Practice keeping your reactions in check. Remember, your facial expressions provide a good insight into your true feelings. Practice projecting a positive image.
7. **Make a list of questions to end the interview with.**
   - Most interviews will end with the interviewer(s) asking if you have any questions. This is your chance to show that you have done your research and are interested in learning more about the company.
   - If the interviewer does not ask you this question, you can inform him/her that you have some queries that you would like to discuss. This is the time for you to refer to the notes you made while studying the company.
   - Some good questions to ask at this point are:
     - What do you consider the most important criteria for success in this job?
     - How will my performance be evaluated?
     - What are the opportunities for advancement?
     - What are the next steps in the hiring process?
   - Remember, never ask for information that is easily available on the company website.

Tips

- Ask insightful and probing questions.
- When communicating, use effective forms of body language like smiling, making eye contact, and actively listening and nodding. Don't slouch, play with nearby items, fidget, chew gum, or mumble.

13.4.2 Preparing an Effective Resume: How to Create an Effective Resume

A resume is a formal document that lists a candidate's work experience, education and skills. A good resume gives a potential employer enough information to believe the applicant is worth interviewing. That's why it is so important to create a resume that is effective. Take a look at the steps to create an effective resume:

Step 1: Write the Address Section

The Address section occupies the top of your resume. It includes information like your name, address, phone number and e-mail address. Insert a bold line under the section to separate it from rest of your resume.

Example:

Khyati Mehta
Breach Candy, Mumbai – India
Contact No: +91 2223678270
Email: khyati.mehta@gmail.com

Step 2: Add the Profile Summary Section

This part of your resume should list your overall experiences, achievements, awards, certifications and strengths. You can make your summary as short as 2-3 bullet points or as long as 8-10 bullet points.

Example:

Profile Summary

- A Floor Supervisor graduated from University of Delhi having 6 years of experience in managing a retail outlet.
- Core expertise lies in managing retail staff, including cashiers and people working on the floor.

Step 3: Include Your Educational Qualifications

When listing your academic records, first list your highest degree. Then add the second highest qualification under the highest one and so on. To provide a clear and accurate picture of your educational background, it is critical that include information on your position, rank, percentage or CPI for every degree or certification that you have listed.

If you have done any certifications and trainings, you can add a Trainings & Certifications section under your Educational Qualifications section.

Example:

Educational Qualifications

- *<Enter qualification> <enter date of qualification> from <enter name of institute> with <enter percentage or any other relevant scoring system>.*

Step 4: List Your Technical Skills

When listing your technical skills, start with the skills that you are most confident about. Then add the skills that you do not have as good a command over. It is perfectly acceptable to include just one skill, if you feel that particular skill adds tremendous value to your résumé. If you do not have any technical skills, you can omit this step.

Example:

Technical Skills

- *<Enter your technical skill here, if applicable>*

Step 5: Insert Your Academic Project Experience

List down all the important projects that you have worked on. Include the following information in this section:

- Project title
- Organization
- Platform used
- Contribution
- Description

Example:

Academic Projects

Project Title: *<Insert project title>*

Organization: *<Insert the name of the organization for whom you did the project>*

Platform used: *<Insert the platform used, if any>*

Contribution: *<Insert your contribution towards this project>*

Description: *<Insert a description of the project in one line>*

Step 6: List Your Strengths

This is where you list all your major strengths. This section should be in the form of a bulleted list.

Example:

Strengths

- Excellent oral, written and presentation skills
- Action-oriented and result-focused
- Great time management skills

Step 7: List Your Extracurricular Activities

It is very important to show that you have diverse interests and that your life consists of more than academics. Including your extracurricular activities can give you an added edge over other candidates who have similar academic scores and project experiences. This section should be in the form of a bulleted list.

Example:

Extracurricular Activities

- *< Insert your extracurricular activity here. E.g.: Member of ____________, played (name of sport) at ____________ level, won (name of prize/award) for ____________ >*

Step 8: Write Your Personal Details

The last section of your résumé must include the following personal information:

- Date of birth
- Nationality
- Gender & marital status
- Languages known

Example:

Personal Details	
• Date of birth:	25^{th} May, 1981
• Gender & marital status:	Female, Single
• Nationality:	Indian
• Languages known:	English, Hindi, Tamil, French

Tips

- Keep your resume file name short, simple and informational.
- Make sure the resume is neat and free from typing errors.
- Always create your resume on plain white paper.

13.4.3 Interview FAQs

Take a look at some of the most frequently asked interview questions, and some helpful tips on how to answer them.

Q1. Can you tell me a little about yourself?

Tips to answer:

- Don't provide your full employment or personal history.
- Offer 2-3 specific experiences that you feel are most valuable and relevant.
- Conclude with how those experiences have made you perfect for this specific role.

Q2. How did you hear about the position?

Tips to answer:

- Tell the interviewer how you heard about the job – whether it was through a friend (name the friend), event or article (name them) or a job portal (say which one).
- Explain what excites you about the position and what in particular caught your eye about this role.

Q3. What do you know about the company?

Tips to answer:

- Don't recite the company's About Us page.
- Show that you understand and care about the company's goals.
- Explain why you believe in the company's mission and values.

Q4. Why do you want this job?

Tips to answer:

- Show that you are passionate about the job.
- Identify why the role is a great fit for you.
- Explain why you love the company.

Q5. Why should we hire you?

Tips to answer:

- Prove through your words that you can not only do the work, but can definitely deliver excellent results.
- Explain why you would be a great fit with the team and work culture.
- Explain why you should be chosen over any other candidate.

Q6. What are your greatest professional strengths?

Tips to answer:

- Be honest – share some of your real strengths, rather than give answers that you think sound good.
- Offer examples of specific strengths that are relevant to the position you are applying for.
- Provide examples of how you've demonstrated these strengths.

Q7. What do you consider to be your weaknesses?

Tips to answer:

- The purpose of this question is to gauge your self-awareness and honesty.
- Give an example of a trait that you struggle with, but that you're working on to improve.

Q8. What are your salary requirements?

Tips to answer:

- Do your research beforehand and find out the typical salary range for the job you are applying for.
- Figure out where you lie on the pay scale based on your experience, education, and skills.
- Be flexible. Tell the interviewer that you know your skills are valuable, but that you want the job and are willing to negotiate.

Q9. What do you like to do outside of work?

Tips to answer:

- The purpose of this question is to see if you will fit in with the company culture.
- Be honest – open up and share activities and hobbies that interest and excite you.

Q10. If you were an animal, which one would you want to be?

Tips to answer:

- The purpose of this question is to see if you are able to think on your feet.
- There's no wrong answer – but to make a great impression try to bring out your strengths or personality traits through your answer.

Q11: What do you think we could do better or differently?

Tips to answer:

- The purpose of this question is to see if you have done your research on the company, and to test whether you can think critically and come up with new ideas.
- Suggest new ideas. Show how your interests and expertise would help you execute these ideas.

Q12: Do you have any questions for us?

Tips to answer:

- Do not ask questions to which the answers can be easily found on the company website or through a quick online search.
- Ask intelligent questions that show your ability to think critically.

Tips

- Be honest and confident while answering.
- Use examples of your past experiences wherever possible to make your answers more impactful.

13.4.4 Work Readiness – Terms & Terminologies: Basic Workplace Terminology

Every employee should be well versed in the following terms:

- **Annual leave:** Paid vacation leave given by employers to employees.
- **Background Check:** A method used by employers to verify the accuracy of the information provided by potential candidates.
- **Benefits:** A part of an employee's compensation package.
- **Breaks:** Short periods of rest taken by employees during working hours.
- **Compensation Package:** The combination of salary and benefits that an employer provides to his/her employees.
- **Compensatory Time (Comp Time):** Time off in lieu of pay.
- **Contract Employee:** An employee who works for one organization that sells said employee's services to another company, either on a project or time basis.
- **Contract of Employment:** When an employee is offered work in exchange for wages or salary, and accepts the offer made by the employer, a contract of employment exists.
- **Corporate Culture:** The beliefs and values shared by all the members of a company, and imparted from one generation of employees to another.
- **Counter Offer/Counter Proposal:** A negotiation technique used by potential candidates to increase the amount of salary offered by a company.
- **Cover Letter:** A letter that accompanies a candidate's resume. It emphasizes the important points in the candidate's resume and provides real examples that prove the candidate's ability to perform the expected job role.
- **Curriculum Vitae (CV)/Resume:** A summary of a candidate's achievements, educational background, work experience, skills and strengths.
- **Declining Letter:** A letter sent by an employee to an employer, turning down the job offer made by the employer to the employee.
- **Deductions:** Amounts subtracted from an employee's pay and listed on the employee's pay slip.
- **Discrimination:** The act of treating one person not as favourably as another person.
- **Employee:** A person who works for another person in exchange for payment.
- **Employee Training:** A workshop or in-house training that an employee is asked to attend by his or her superior, for the benefit of the employer.
- **Employment Gaps:** Periods of unemployed time between jobs.
- **Fixed-Term Contract:** A contract of employment which gets terminated on an agreed-upon date.
- **Follow-Up:** The act of contacting a potential employer after a candidate has submitted his or her resume.
- **Freelancer/Consultant/Independent Contractor:** A person who works for him or herself and pitches for temporary jobs and projects with different employers.
- **Holiday**: Paid time-off from work.
- **Hourly Rate**: The amount of salary or wages paid for 60 minutes of work.

- **Internship**: A job opportunity offered by an employer to a potential employee, called an intern, to work at the employer's company for a fixed, limited time period.
- **Interview**: A conversation between a potential employee and a representative of an employer, in order to determine if the potential employee should be hired.
- **Job Application**: A form which asks for a candidate's information like the candidate's name, address, contact details and work experience. The purpose of a candidate submitting a job application, is to show that candidate's interest in working for a particular company.
- **Job Offer**: An offer of employment made by an employer to a potential employee.
- **Job Search Agent**: A program that enables candidates to search for employment opportunities by selecting criteria listed in the program, for job vacancies.
- **Lay Off**: A lay off occurs when an employee is temporarily let go from his or her job, due to the employer not having any work for that employee.
- **Leave**: Formal permission given to an employee, by his or her employer, to take a leave of absence from work.
- **Letter of Acceptance**: A letter given by an employer to an employee, confirming the offer of employment made by the employer, as well as the conditions of the offer.
- **Letter of Agreement**: A letter that outlines the terms of employment.
- **Letter of Recommendation**: A letter written for the purpose of validating the work skills of a person.
- **Maternity Leave**: Leave taken from work by women who are pregnant, or who have just given birth.
- **Mentor**: A person who is employed at a higher level than you, who offers you advice and guides you in your career.
- **Minimum wage**: The minimum wage amount paid on an hourly basis.
- **Notice**: An announcement made by an employee or an employer, stating that the employment contract will end on a particular date.
- **Offer of Employment**: An offer made by an employer to a prospective employee that contains important information pertaining to the job being offered, like the starting date, salary, working conditions etc.
- **Open-Ended Contract**: A contract of employment that continues till the employer or employee terminates it.
- **Overqualified**: A person who is not suited for a particular job because he or she has too many years of work experience, or a level of education that is much higher than required for the job, or is currently or was previously too highly paid.
- **Part-Time Worker**: An employee who works for fewer hours than the standard number of hours normally worked.
- **Paternity Leave**: Leave granted to a man who has recently become a father.
- **Recruiters/Headhunters/Executive Search Firms**: Professionals who are paid by employers to search for people to fill particular positions.
- **Resigning/Resignations**: When an employee formally informs his or her employer that he or she is quitting his or her job.
- **Self-Employed**: A person who has his or her own business and does not work in the capacity of an employee.
- **Time Sheet**: A form that is submitted to an employer, by an employee, that contains the number of hours worked every day by the employee.

13.5. Understanding Entrepreneurship

Unit Objectives

1. Discuss the concept of entrepreneurship
2. Discuss the importance of entrepreneurship
3. Describe the characteristics of an entrepreneur
4. Describe the different types of enterprises
5. List the qualities of an effective leader
6. Discuss the benefits of effective leadership
7. List the traits of an effective team
8. Discuss the importance of listening effectively
9. Discuss how to listen effectively
10. Discuss the importance of speaking effectively
11. Discuss how to speak effectively
12. Discuss how to solve problems
13. List important problem solving traits
14. Discuss ways to assess problem solving skills
15. Discuss the importance of negotiation
16. Discuss how to negotiate
17. Discuss how to identify new business opportunities
18. Discuss how to identify business opportunities within your business
19. Explain the meaning of entrepreneur
20. Describe the different types of entrepreneurs
21. List the characteristics of entrepreneurs
22. Recall entrepreneur success stories
23. Discuss the entrepreneurial process
24. Describe the entrepreneurship ecosystem
25. Discuss the purpose of the Make in India campaign
26. Discuss key schemes to promote entrepreneurs
27. Discuss the relationship between entrepreneurship and risk appetite
28. Discuss the relationship between entrepreneurship and resilience
29. Describe the characteristics of a resilient entrepreneur
30. Discuss how to deal with failure

13.5.1 Concept Introduction, (Characteristic of an Entrepreneur, types of firms / types of enterprises): Entrepreneurs and Entrepreneurship

Anyone who is determined to start a business, no matter what the risk, is an entrepreneur. Entrepreneurs run their own start-up, take responsibility for the financial risks and use creativity, innovation and vast reserves of self-motivation to achieve success. They dream big and are determined to do whatever it takes to turn their idea into a viable offering. The aim of an entrepreneur is to create an enterprise. The process of creating this enterprise is known as entrepreneurship.

Importance of Entrepreneurship

Entrepreneurship is very important for the following reasons:

1. It results in the creation of new organizations
2. It brings creativity into the marketplace
3. It leads to improved standards of living
4. It helps develop the economy of a country

Characteristics of Entrepreneurs

All successful entrepreneurs have certain characteristics in common.

They are all:

- Extremely passionate about their work
- Confident in themselves
- Disciplined and dedicated
- Motivated and driven
- Highly creative
- Visionaries
- Open-minded
- Decisive

Entrepreneurs also have a tendency to:

- Have a high risk tolerance
- Thoroughly plan everything
- Manage their money wisely
- Make their customers their priority
- Understand their offering and their market in detail
- Ask for advice from experts when required
- Know when to cut their losses

Examples of Famous Entrepreneurs

Some famous entrepreneurs are:

- Dhirubhai Ambani (Reliance)
- Dr. Karsanbhai Patel (Nirma)
- Azim Premji (Wipro)
- Anil Agarwal (Vedanta Resources)

Types of Enterprises

As an entrepreneur in India, you can own and run any of the following types of enterprises:

Sole Proprietorship

In a sole proprietorship, a single individual owns, manages and controls the enterprise. This type of business is the easiest to form with respect to legal formalities. The business and the owner have no separate legal existence. All profit belongs to the proprietor, as do all the losses - the liability of the entrepreneur is unlimited.

Partnership

A partnership firm is formed by two or more people. The owners of the enterprise are called partners. A partnership deed must be signed by all the partners. The firm and its partners have no separate legal existence. The profits are shared by the partners. With respect to losses, the liability of the partners is unlimited. A firm has a limited life span and must be dissolved when any one of the partners dies, retires, claims bankruptcy or goes insane.

Limited Liability Partnership (LLP)

In a Limited Liability Partnership or LLP, the partners of the firm enjoy perpetual existence as well as the advantage of limited liability. Each partner's liability is limited to their agreed contribution to the LLP. The partnership and its partners have a separate legal existence.

Tips

- Learn from others' failures.
- Be certain that this is what you want.
- Search for a problem to solve, rather than look for a problem to attach to your idea.

13.5.2 Leadership & Teamwork: Leadership and Leaders

Leadership means setting an example for others to follow. Setting a good example means not asking someone to do something that you wouldn't willingly want to do yourself. Leadership is about figuring out what to do in order to win as a team, and as a company.

Leaders believe in doing the right things. They also believe in helping others to do the right things. An effective leader is someone who:

- Creates an inspiring vision of the future.
- Motivates and inspires his team to pursue that vision.

Leadership Qualities That All Entrepreneurs Need

Building a successful enterprise is only possible if the entrepreneur in charge possesses excellent leadership qualities. Some critical leadership skills that every entrepreneur must have are:

1. **Pragmatism**: This means having the ability to highlight all obstacles and challenges, in order to resolve issues and reduce risks.
2. **Humility**: This means admitting to mistakes often and early, and being quick to take responsibility for your actions. Mistakes should be viewed as challenges to overcome, not opportunities to point blame.
3. **Flexibility**: It is critical for a good leader to be very flexible and quickly adapt to change. It is equally critical to know when to adapt and when not to.
4. **Authenticity**: This means showing both, your strengths and your weaknesses. It means being human and showing others that you are human.
5. **Reinvention**: This means refreshing or changing your leadership style when necessary. To do this, it's important to learn where your leadership gaps lie and find out what resources are required to close them.
6. **Awareness**: This means taking the time to recognize how others view you. It means understanding how your presence affects those around you.

Benefits of Effective Leadership

Effective leadership results in numerous benefits. Great leadership leads to the leader successfully:

- Gaining the loyalty and commitment of the team members
- Motivating the team to work towards achieving the company's goals and objectives
- Building morale and instilling confidence in the team members
- Fostering mutual understanding and team-spirit among team members
- Convincing team members about the need to change when a situation requires adaptability

Teamwork and Teams

Teamwork occurs when the people in a workplace combine their individual skills to pursue a common goal. Effective teams are made up of individuals who work together to achieve this common goal. A great team is one who holds themselves accountable for the end result.

Importance of Teamwork in Entrepreneurial Success

For an entrepreneurial leader, building an effective team is critical to the success of a venture. An entrepreneur must ensure that the team he builds possesses certain crucial qualities, traits and characteristics. An effective team is one which has:

1. **Unity of purpose:** All the team members should clearly understand and be equally committed to the purpose, vision and goals of the team.
2. **Great communication skills:** Team members should have the ability to express their concerns, ask questions and use diagrams, and charts to convey complex information.
3. **The ability to collaborate:** Every member should feel entitled to provide regular feedback on new ideas.
4. **Initiative:** The team should consist of proactive individuals. The members should have the enthusiasm to come up with new ideas, improve existing ideas, and conduct their own research.
5. **Visionary members:** The team should have the ability to anticipate problems and act on these potential problem before they turn into real problems.
6. **Great adaptability skills:** The team must believe that change is a positive force. Change should be seen as the chance to improve and try new things.
7. **Excellent organizational skills:** The team should have the ability to develop standard work processes, balance responsibilities, properly plan projects, and set in place methods to measure progress and ROI.

Tips

- Don't get too attached to your original idea. Allow it to evolve and change.
- Be aware of your weaknesses and build a team that will complement your shortfalls.
- Hiring the right people is not enough. You need to promote or incentivize your most talented people to keep them motivated.
- Earn your team's respect.

13.5.3 Communication Skills: Listening & Speaking: The Importance of Listening Effectively

Listening is the ability to correctly receive and understand messages during the process of communication. Listening is critical for effective communication. Without effective listening skills, messages can easily be misunderstood. This results in a communication breakdown and can lead to the sender and the receiver of the message becoming frustrated or irritated.

It's very important to note that listening is not the same as hearing. Hearing just refers to sounds that you hear. Listening is a whole lot more than that. To listen, one requires focus. It means not only paying attention to the story, but also focusing on how the story is relayed, the way language and voice is used, and even how the speaker uses their body language. The ability to listen depends on how effectively one can perceive and understand both, verbal and non-verbal cues.

How to Listen Effectively

To listen effectively you should:

- Stop talking
- Stop interrupting
- Focus completely on what is being said
- Nod and use encouraging words and gestures
- Be open-minded
- Think about the speaker's perspective
- Be very, very patient
- Pay attention to the tone that is being used
- Pay attention to the speaker's gestures, facial expressions and eye movements
- Not try and rush the person
- Not let the speaker's mannerisms or habits irritate or distract you

How to Listen Effectively

How successfully a message gets conveyed depends entirely on how effectively you are able to get it through. An effective speaker is one who enunciates properly, pronounces words correctly, chooses the right words and speaks at a pace that is easily understandable. Besides this, the words spoken out loud need to match the gestures, tone and body language used.

What you say, and the tone in which you say it, results in numerous perceptions being formed. A person who speaks hesitantly may be perceived as having low self-esteem or lacking in knowledge of the discussed topic. Those with a quiet voice may very well be labelled as shy. And those who speak in commanding tones with high levels of clarity, are usually considered to be extremely confident. This makes speaking a very critical communication skill.

How to Speak Effectively

To speak effectively you should:

- Incorporate body language in your speech like eye contact, smiling, nodding, gesturing etc.
- Build a draft of your speech before actually making your speech.
- Ensure that all your emotions and feelings are under control.
- Pronounce your words distinctly with the correct pitch and intensity. Your speech should be crystal clear at all times.
- Use a pleasant and natural tone when speaking. Your audience should not feel like you are putting on an accent or being unnatural in any way.
- Use precise and specific words to drive your message home. Ambiguity should be avoided at all costs.
- Ensure that your speech has a logical flow.
- Be brief. Don't add any unnecessary information.
- Make a conscious effort to avoid irritating mannerisms like fidgeting, twitching etc.
- Choose your words carefully and use simple words that the majority of the audience will have no difficulty understanding.
- Use visual aids like slides or a whiteboard.
- Speak slowly so that your audience can easily understand what you're saying. However, be careful not to speak too slowly because this can come across as stiff, unprepared or even condescending.
- Remember to pause at the right moments.

Tips

- If you're finding it difficult to focus on what someone is saying, try repeating their words in your head.
- Always maintain eye contact with the person that you are communicating with, when speaking as well as listening. This conveys and also encourages interest in the conversation.

13.5.4 Problem Solving & Negotiation skills:

What is a Problem

As per The Concise Oxford Dictionary (1995), a problem is, "A doubtful or difficult matter requiring a solution"

All problems contain two elements:

1. Goals
2. Obstacles

The aim of problem solving is to recognize the obstacles and remove them in order to achieve the goals.

How to Solve Problems

Solving a problem requires a level of rational thinking. Here are some logical steps to follow when faced with an issue:

Step 1: Identify the problem

Step 2: Study the problem in detail

Step 3: List all possible solutions

Step 4: Select the best solution

Step 5: Implement the chosen solution

Step 6: Check that the problem has really been solved

Important Traits for Problem Solving

Highly developed problem solving skills are critical for both, business owners and their employees. The following personality traits play a big role in how effectively problems are solved:

- Being open minded
- Being proactive
- Having a positive attitude
- Asking the right questions
- Not panicking
- Focusing on the right problem

How to Assess for Problem Solving Skills

As an entrepreneur, it would be a good idea to assess the level of problem solving skills of potential candidates before hiring them. Some ways to assess this skill are through:

1. **Application forms**: Ask for proof of the candidate's problem solving skills in the application form.
2. **Psychometric tests**: Give potential candidates logical reasoning and critical thinking tests and see how they fare.
3. **Interviews**: Create hypothetical problematic situations or raise ethical questions and see how the candidates respond.
4. **Technical questions**: Give candidates examples of real life problems and evaluate their thought process.

What is Negotiation

Negotiation is a method used to settle differences. The aim of negotiation is to resolve differences through a compromise or agreement while avoiding disputes. Without negotiation, conflicts are likely to lead to resentment between people. Good negotiation skills help satisfy both parties and go a long way towards developing strong relationships.

Why Negotiate

Starting a business requires many, many negotiations. Some negotiations are small while others are critical enough to make or break a startup. Negotiation also plays a big role inside the workplace. As an entrepreneur, you need to know not only know how to negotiate yourself, but also how to train employees in the art of negotiation.

How to Negotiate

Take a look at some steps to help you negotiate:

Step 1: Pre-Negotiation Preparation	Agree on where to meet to discuss the problem, decide who all will be present and set a time limit for the discussion.
Step 2: Discuss the Problem	This involves asking questions, listening to the other side, putting your views forward and clarifying doubts.
Step 3: Clarify the Objective	Ensure that both parties want to solve the same problem and reach the same goal.
Step 4: Aim for a Win-Win Outcome	Try your best to be open minded when negotiating. Compromise and offer alternate solutions to reach an outcome where both parties win.
Step 5: Clearly Define the Agreement	When an agreement has been reached, the details of the agreement should be crystal clear to both sides, with no scope for misunderstandings.
Step 6: Implement the Agreed Upon Solution	Agree on a course of action to set the solution in motion

Tips

- Know exactly what you want before you work towards getting it
- Give more importance to listening and thinking, than speaking
- Focus on building a relationship rather than winning
- Remember that your people skills will affect the outcome
- Know when to walk away – sometimes reaching an agreement may not be possible

13.5.5 Business Opportunities Identification: Entrepreneurs and Opportunities

"The entrepreneur always searches for change, responds to it and exploits it as an opportunity."

Peter Drucker

The ability to identify business opportunities is an essential characteristic of an entrepreneur.

What is an Opportunity

The word opportunity suggests a good chance or a favourable situation to do something offered by circumstances.

A business opportunity means a good or favourable change available to run a specific business in a given environment, at a given point of time.

Common Questions Faced by Entrepreneurs

A critical question that all entrepreneurs face is how to go about finding the business opportunity that is right for them.

Some common questions that entrepreneurs constantly think about are:

- Should the new enterprise introduce a new product or service based on an unmet need?
- Should the new enterprise select an existing product or service from one market and offer it in another where it may not be available?
- Should the enterprise be based on a tried and tested formula that has worked elsewhere?

It is therefore extremely important that entrepreneurs must learn how to identify new and existing business opportunities and evaluate their chances of success.

When is an Idea an Opportunity

An idea is an opportunity when:

- It creates or adds value to a customer
- It solves a significant problem, removes a pain point or meets a demand
- Has a robust market and profit margin
- Is a good fit with the founder and management team at the right time and place

Factors to Consider When Looking for Opportunities

Consider the following when looking for business opportunities:

- Economic trends
- Changes in funding
- Changing relationships between vendors, partners and suppliers
- Market trends
- Changes in political support
- Shift in target audience

Ways to Identify New Business Opportunities

1. Identify Market Inefficiencies

   When looking at a market, consider what inefficiencies are present in the market. Think about ways to correct these inefficiencies.

2. Remove Key Hassles

   Rather than create a new product or service, you can innovatively improve a product, service or process.

3. Create Something New

   Think about how you can create a new experience for customers, based on existing business models.

4. Pick a Growing Sector/Industry

   Research and find out which sectors or industries are growing and think about what opportunities you can tap in the same.

5. Think About Product Differentiation

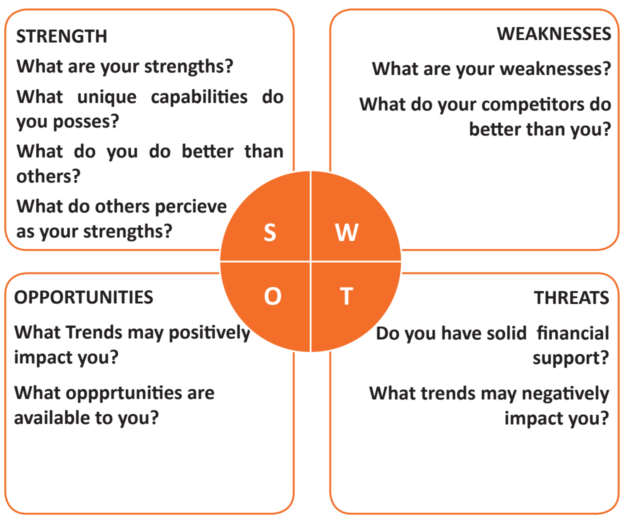
   If you already have a product in mind, think about ways to set it apart from the existing ones.

Ways to Identify Business Opportunities Within Your Business

1. **SWOT Analysis**

An excellent way to identify opportunities inside your business is by creating a SWOT analysis. The acronym SWOT stands for strengths, weaknesses, opportunities, and threats.

SWOT analysis framework:



Consider the following when looking for business opportunities:

By looking at yourself and your competitors using the SWOT framework, you can uncover opportunities that you can exploit, as well as manage and eliminate threats that could derail your success.

2. **Establishing Your USP**

Establish your USP and position yourself as different from your competitors. Identify why customers should buy from you and promote that reason.

Opportunity Analysis

Once you have identified an opportunity, you need to analyze it.

To analyze an opportunity, you must:

- Focus on the idea
- Focus on the market of the idea
- Talk to industry leaders in the same space as the idea
- Talk to players in the same space as the idea

Tips

- Remember, opportunities are situational.
- Look for a proven track record.
- Avoid the latest craze.
- Love your idea.

13.5.6 Entrepreneurship Support Eco - System: What is an Entrepreneur

An entrepreneur is a person who:

- Does not work for an employee
- Runs a small enterprise
- Assumes all the risks and rewards of the enterprise, idea, good or service

Types of Entrepreneurs

There are four main types of entrepreneurs:

1. **The Traditional Entrepreneur**: This type of entrepreneur usually has some kind of skill – they can be a carpenter, mechanic, cook etc. They have businesses that have been around for numerous years like restaurants, shops and carpenters. Typically, they gain plenty of experience in a particular industry before they begin their own business in a similar field.
2. **The Growth Potential Entrepreneur**: The desire of this type of entrepreneur is to start an enterprise that will grow, win many customers and make lots of money. Their ultimate aim is to eventually sell their enterprise for a nice profit. Such entrepreneurs usually have a science or technical background.
3. **The Project-Oriented Entrepreneur**: This type of entrepreneur generally has a background in the Arts or psychology. Their enterprises tend to be focus on something that they are very passionate about.
4. **The Lifestyle Entrepreneur**: This type of entrepreneur has usually worked as a teacher or a secretary. They are more interested in selling something that people will enjoy, rather than making lots of money.

Characteristics of an Entrepreneur

Successful entrepreneurs have the following characteristics:

- They are highly motivated
- They are creative and persuasive
- They are mentally prepared to handle each and every task
- They have excellent business skills – they know how to evaluate their cash flow, sales and revenue
- They are willing to take great risks
- They are very proactive – this means they are willing to do the work themselves, rather than wait for someone else to do it
- They have a vision – they are able to see the big picture
- They are flexible and open-minded
- They are good at making decisions

Entrepreneur Success Stories

Dhiru Bhai Ambani

Dhirubhai Ambani began his entrepreneurial career by selling "bhajias" to pilgrims in Mount Girnar on weekends. At 16, he moved to Yemen where he worked as a gas-station attendant, and as a clerk in an oil company. He returned to India with Rs. 50,000 and started a textile trading company. Reliance went on to become the first Indian company to raise money in global markets and the first Indian company to feature in Forbes 500 list.

Dr. Karsanbhai Patel

Karsanbhai Patel made detergent powder in the backyard of his house. He sold his product door-to-door and offered a money back guarantee with every pack that was sold. He charged Rs. 3 per kg when the cheapest detergent at that time was Rs.13 per kg. Dr. Patel eventually started Nirma which became a whole new segment in the Indian domestic detergent market.

The Entrepreneurial Process

Let's take a look at the stages of the entrepreneurial process.

Stage 1: Idea Generation. The entrepreneurial process begins with an idea that has been thought of by the entrepreneur. The idea is a problem that has the potential to be solved.

Stage 2: Germination or Recognition. In this stage a possible solution to the identified problem is thought of.

Stage 3: Preparation or Rationalization. The problem is studied further and research is done to find out how others have tried to solve the same problem.

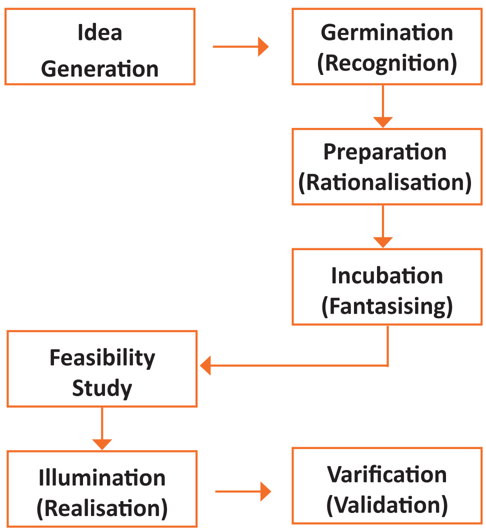
Stage 4: Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.

Stage 5: Feasibility Study: The next step is the creation of a feasibility study to determine if the idea will make a profit and if it should be seen through.

Stage 6: Illumination or Realization. This is when all uncertain areas suddenly become clear. The entrepreneur feels confident that his idea has merit.

Stage 7: Verification or Validation. In this final stage, the idea is verified to see if it works and if it is useful.

Take a look at the diagram below to get a better idea of this process.



Introduction to the Entrepreneurship Ecosystem

The entrepreneurship support ecosystem signifies the collective and complete nature of entrepreneurship. New companies emerge and flourish not only because of the courageous, visionary entrepreneurs who launch them, but they thrive as they are set in an environment or 'ecosystem' made of private and public participants. These players nurture and sustain the new ventures, facilitating the entrepreneurs' efforts.

An entrepreneurship ecosystem comprises of the following six domains:

1. **Favourable Culture:** This includes elements such as tolerance of risk and errors, valuable networking and positive social standing of the entrepreneur.
2. **Facilitating Policies & Leadership:** This includes regulatory framework incentives and existence of public research institutes.
3. **Financing Options:** Angel financing, venture capitalists and micro loans would be good examples of this.
4. **Human Capital:** This refers to trained and untrained labour, entrepreneurs and entrepreneurship training programmes, etc.
5. **Conducive Markets for Products & Services:** This refers to an existence or scope of existence of a market for the product/service.
6. **Institutional & Infrastructural Support:** This includes legal and financing advisers, telecommunications, digital and transportation infrastructure, and entrepreneurship networking programmes.

These domains indicate whether there is a strong entrepreneurship support ecosystem and what actions should the government put in place to further encourage this ecosystem. The six domains and their various elements have been graphically depicted.

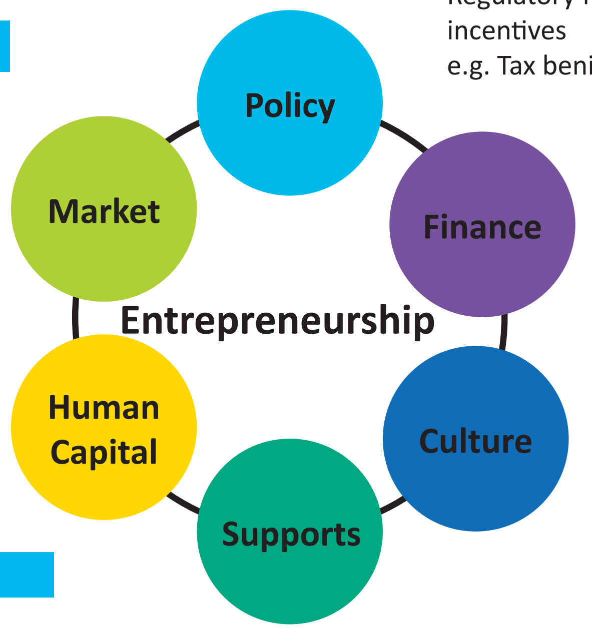
Early Customers
- Early adopters for proof-of-concept
- Expertise in productizing
- Reference customer
- First reviews
- Distribution channels

Leadership
- Unequivocal support
- Social legitimacy
- Open door for advocate
- Entrepreneurship strategy
- urgency, crisis and challenge

Government
- Institutions
  e.g. Investment, support
- Financial support
  e.g. for R&D, jump start funds

  Regulatory framework incentives
  e.g. Tax benifits
- Research institutes
- Venture-friendly legislation
- e.g. Bankruptcy, contract enforcement, property rights, and labour

Networks
- Entrepreneure's networks
- Diaspora networks
- Multinational corporations



Financial Capital
- Micro-loans
- Angel investors, friends and family
- Zero-stage venture capital
- Venture capital funds
- Private equity
- Public capital markets
- Debt

Labour
- Skilled and unskilled
- Serial entrepreneures
- Later generation family

Success Stories
- Visible successes
- Wealth generation for founders
- International reputation

Educational Institutions
- General degrees (professional and academic)
- Specific entrepreneurship training

Societal norms
- Tolerance of risk, mistakes, failure
- Innovation, creativity, experimentation
- Social status of entrepreneur
- Wealth creation
- Ambition, drive, hunger

Infrastructure
- Telecommunications
- Transportation & logistics
- Energy
- Zones, incubation centers, clusters

Non-Government Institution
- Entrepreneurship promotion in non-profits
- Conferences
- Business plan contests
- Entrepreneur-friendly association

Support Professions
- Legal
- Accounting
- Investment bankers

Every entrepreneurship support ecosystem is unique and all the elements of the ecosystem are interdependent. Although every region's entrepreneurship ecosystem can be broadly described by the above features, each ecosystem is the result of the hundred elements interacting in highly complex and particular ways.

Entrepreneurship ecosystems eventually become (largely) self-sustaining. When the six domains are resilient enough, they are mutually beneficial. At this point, government involvement can and should be significantly minimized. Public leaders do not need to invest a lot to sustain the ecosystem. It is imperative that the entrepreneurship ecosystem incentives are formulated to be self-liquidating, hence focusing on sustainability of the environment.

Make in India Campaign

Every entrepreneur has certain needs. Some of their important needs are:

- To easily get loans
- To easily find investors
- To get tax exemptions
- To easily access resources and good infrastructure
- To enjoy a procedure that is free of hassles and is quick
- To be able to easily partner with other firms

The Make in India campaign, launched by Prime Minister Modi aims to satisfy all these needs of young, aspiring entrepreneurs. Its objective is to:

- Make investment easy
- Support new ideas
- Enhance skill development
- Safeguard the ideas of entrepreneurs
- Create state-of-the-art facilities for manufacturing goods

Key Schemes to Promote Entrepreneurs

The government offers many schemes to support entrepreneurs. These schemes are run by various Ministries/Departments of Government of India to support First Generation Entrepreneurs.Take a look at a few key schemes to promote entrepreneurship:

Sl.	Name of the Scheme
1.	Pradhan Mantri MUDRA Yojana - Micro Units Development and Refinance Agency (MUDRA),
2.	STAND UP INDIA
3.	Prime Minister Employment Generation Programme (PMEGP)
4.	International Cooperation
5.	Performance and Credit Rating
6.	Marketing Assistance Scheme
7.	Reimbursement of Registration Fee for Bar Coding
8.	Enable Participation of MSMEs in State/District level Trade Fairs and Provide Funding Support

9. Capital Subsidy Support on Credit for Technology up gradation
10. Credit Guarantee Fund for Micro and Small Enterprise (CGFMSE)
11. Reimbursement of Certification Fees for Acquiring ISO Standards
12. Agricultural Marketing
13. Small Agricultural Marketing
14. Mega Food Park
15. Adivasi Mahila Sashaktikaran Yojana

1. Pradhan Mantri MUDRA Yojana, - Micro Units Development and Refinance Agency (MUDRA),

   Description

   Under the aegis support of Pradhan Mantri MUDRA Yojana, MUDRA has already created its initial products/schemes. The interventions have been named 'Shishu', 'Kishor' and 'Tarun' to signify the stage of growth/development and funding needs of the beneficiary micro unit/entrepreneur and also provide a reference point for the next phase of graduation/ growth to look forward to:

   a. Shishu: Covering loans upto Rs.50,000/-
   b. Kishor: Covering loans above Rs. 50,000/- and upto Rs.5 lakh
   c. Tarun: Covering loans above Rs. 5 lakh to Rs.10 lakh

   Who can apply?

   Any Indian citizen who has a business plan for a non-farm sector income generating activity such as manufacturing, processing, trading or service sector and whose credit need is less than Rs.10 lakh can approach either a Bank, MFI, or NBFC for availing of MUDRA loans under Pradhan Mantri Mudra Yojana (PMMY).

2. Stand Up India

   Description

   The objective of the Standup India scheme is to facilitate bank loans between Rs.10 lakh and Rs.1 crore to at least one Schedule Caste (SC) or Scheduled Tribe (ST) borrower and at least one woman borrower per bank branch for setting up a Greenfield enterprise. This enterprise may be in manufacturing, services or the trading sector. In case of non-Individual enterprises at least 51% of the shareholding and controlling stake should be held be either an SC/ST or Woman Entrepreneur.

   Who can apply?

   ST, SC &Women

3. Prime Minister Employment Generation Programme (PMEGP)

   Description

   The Scheme is implemented by Khadi and Village Industries Commission (KVIC), as the nodal agency at the National level. At the State level, the Scheme is implemented through State KVIC Directorates, State Khadi and Village Industries Boards (KVIBs) and District Industries Centres (DICs) and banks. The Government subsidy under the Scheme is routed by KVIC through identified banks for eventual distribution to the beneficiaries/entrepreneurs in their bank accounts.

Nature of assistance

The maximum cost of the project/unit admissible under manufacturing sector is Rs.25 lakh and under business/service sector is Rs.10 lakh. Levels of funding under PMEGP

Categories of beneficiaries under PMEGP	Beneficiary's contribution (of project cost)	Rate of Subsidy (of project cost)
Area (location of project/unit)		Urban Rural
General Category	10%	15% 25%
Special (including SC / ST / OBC / Minorities / Women, Ex-servicemen, Physically handicapped, NER, Hill and Border areas, etc.	05%	25% 35%

The balance amount of the total project cost will be provided by Banks as term loan as well as working capital.

Who can apply?

Any individual, above 18 years of age. At least VIII standard pass for projects costing above Rs.10 lakh in the manufacturing sector and above Rs.5 lakh in the business/service sector. Only new projects are considered for sanction under PMEGP. Self Help Groups (including those belonging to BPL provided that they have not availed benefits under any other Scheme), Institutions registered under Societies Registration Act,1860; Production Co-operative Societies, and Charitable Trusts are also eligible. Existing Units (under PMRY, REGP or any other scheme of Government of India or State Government) and the units that have already availed Government Subsidy under any other scheme of Government of India or State Government are NOT eligible.

4. **International Cooperation**

Description

The Scheme would cover the following activities:

a. Deputation of MSME business delegations to other countries for exploring new areas of technology infusion/upgradation, facilitating joint ventures, improving market of MSMEs products, foreign collaborations, etc.

b. Participation by Indian MSMEs in international exhibitions, trade fairs and buyer-seller meets in foreign countries as well as in India, in which there is international participation.

c. Holding international conferences and seminars on topics and themes of interest to the MSME.

Nature of assistance

IC Scheme provides financial assistance towards the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise.

Who can apply?

a. State/Central Government Organisations;

b. Industry/Enterprise Associations; and

c. Registered Societies/Trusts and Organisations associated with the promotion and development of MSMEs

5. **Performance and Credit Rating for Micro and Small Enterprises**

Description

The objective of the Scheme is to create awareness amongst micro & small enterprises about the strengths and weaknesses of their operations and also their credit worthiness.

Nature of assistance

Turn Over	Fee to be reimbursed by Ministry of MSME
Up to Rs.50 lacs	75% of the fee charged by the rating agency subject to a ceiling Rs.15,000/-
Above Rs.50 lacs to Rs.200 lacs	75% of the fee charged by the rating agency subject to a ceiling of Rs.30,0001-
Above Rs.200 lacs	75% of the fee charged by the rating agency subject to a ceiling of Rs.40,000/-

Who can apply?

Any enterprise registered in India as a micro or small enterprise is eligible to apply.

6. **Marketing Assistance Scheme**

Description

The assistance is provided for the following activities:

a. Organizing exhibitions abroad and participation in international exhibitions/trade fairs

b. Co-sponsoring of exhibitions organized by other organisations/industry associations/agencies

c. Organizing buyer-seller meets, intensive campaigns and marketing promotion events

Nature of assistance

Financial assistance of up to 95% of the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise. Financial assistance for co-sponsoring would be limited to 40% of the net expenditure, subject to maximum amount of Rs.5 lakh.

Who can apply?

MSMEs, Industry Associations and other organizations related to MSME sector.

7. **Reimbursement of Registration Fee for Bar Coding**

Description

The financial assistance is provided towards 75% reimbursement of only one-time registration fee and 75% of annual recurring fee for first three years paid by MSEs to GS1 India for using bar coding.

Nature of assistance

Funding support for reimbursement of 75% of one time and recurring bar code registration fees.

Who can apply?

All MSMEs with EM registration.

8. **Enabling Participation of MSMEs in State/District Level Trade Fairs and Provide Funding Support**

Description

Provide marketing platform to manufacturing MSMEs by enabling their participation in state/district level exhibitions being organized by state/district authorities/associations.

Nature of assistance

1. Free registration for participating in trade fairs

Note: *The selection of participants would be done by the MSME-DIs post the submission of application.*

2. Reimbursement of 50% of to and fro actual fare by shortest distance/direct train (limited to AC II tier class) from the nearest railway station/bus fare to the place of exhibition and 50% space rental charges for MSMEs (General category entrepreneurs).

3. For Women/SC/ST entrepreneurs & entrepreneurs from North Eastern Region Govt. of India will reimburse 80% of items listed above in Point (2).

Note: The total reimbursement will be max. Rs.30,000/- per unit for the SC/ST/Women/ Physically Handicapped entrepreneurs, while for the other units the max. limit will be Rs.20,000/- per person per MSME unit.

Note: *The participant is required to submit follow-up proofs post attending the event to claim reimbursement. The proofs can be submitted after logging in online under the section "My Applications" or directly contacting a DI office.*

Who can apply?

All MSMEs with EM registration.

9. **Capital Subsidy Support on Credit for Technology Upgradation**

Description

MSMEs can get a capital subsidy (~15%) on credit availed for technology upgradation.

Nature of assistance

Financial assistance for availing credit and loan.

Who can apply?

1. Banks and financial institutions can apply to DC-MSME for availing support.

2. MSMEs need to directly contact the respective banks for getting credit and capital subsidy.

How to apply?

If you are a financial institution, click on the "Apply Now" button or else you can also directly contact the Office of DC-MSME. You can view the contact details of Office of DC-MSME. If you are an MSME, directly contact the respective banks/financial institutions as listed in the scheme guidelines.

10. **Provision of Collateral Free Credit for MSMEs**

Description

Banks and financial institutions are provided funding assistance under this scheme so that they can in turn lend collateral free credit to MSMEs.

Nature of assistance

Funding support to banks and financial institutions for lending collateral-free credit to MSMEs.

Who can apply?

Banks and financial institutions can apply to office of DC-MSME/MSME-DIs for availing support. MSMEs need to directly contact the respective banks for getting credit.

11. **Reimbursement of certification fees for acquiring ISO standards**

ISO 9000/ISO 14001 Certification Reimbursement.

Description

The GoI assistance will be provided for one-time reimbursement of expenditure to such MSME manufacturing units which acquire ISO 18000/ISO 22000/ISO 27000 certification.

Nature of assistance

Reimbursement of expenditure incurred on acquiring ISO standards.

Who can apply?

MSMEs with EM registration.

12. **Agricultural Marketing**

Description

A capital investment subsidy for construction/renovation of rural godowns.

Creation of scientific storage capacity and prevention of distress sale.

Nature of assistance

Subsidy @ 25% to farmers, 15% of project cost to companies.

Who can apply

NGOs, SHGs, companies, co-operatives.

13. **Small Agricultural Marketing**

Description

Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs

Farmers' Agriculture Business Consortium

Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs.

Nature of assistance

Financial assistance with a ceiling of Rs.5 lakh.

Who can apply

Individuals, farmers, producer groups, partnership/propriety firms, SGHs, agri-preneurs, etc.

14. **Mega Food Park**

Description

Mechanism to link agricultural production and market to maximize value addition, enhance farmers income, create rural employment.

Nature of assistance

One-time capital grant of 50% of project cost with a limit of Rs.50 crore.

Who can apply

Farmers, farmer groups, SHGs.

15. **Adivasi Mahila Sashaktikaran Yojana**

Description

Concessional scheme for the economic development of ST women.

Nature of assistance

Term loan at concessional rates upto 90% of cost of scheme.

Who can apply

Scheduled Tribes Women.

Tips

- Research the existing market, network with other entrepreneurs, venture capitalists, angel investors, and thoroughly review the policies in place to enable your entrepreneurship.
- Failure is a stepping stone and not the end of the road. Review yours and your peers' errors and correct them in your future venture.
- Be proactive in your ecosystem. Identify the key features of your ecosystem and enrich them to ensure self-sustainability of your entrepreneurship support ecosystem.

13.5.7 Risk Appetite & Resilience: Entrepreneurship and Risk

Entrepreneurs are inherently risk takers. They are path-makers not path-takers. Unlike a normal, cautious person, an entrepreneur would not think twice about quitting his job (his sole income) and taking a risk on himself and his idea.

An entrepreneur is aware that while pursuing his dreams, assumptions can be proven wrong and unforeseen events may arise. He knows that after dealing with numerous problems, success is still not guaranteed. Entrepreneurship is synonymous with the ability to take risks. This ability, called risk-appetite, is an entrepreneurial trait that is partly genetic and partly acquired.

What is Risk Appetite

Risk appetite is defined as the extent to which a company is equipped to take risk, in order to achieve its objectives. Essentially, it refers to the balance, struck by the company, between possible profits and the hazards caused by changes in the environment (economic ecosystem, policies, etc.). Taking on more risk may lead to higher rewards but have a high probability of losses as well. However, being too conservative may go against the company as it can miss out on good opportunities to grow and reach their objectives.

The levels of risk appetite can be broadly categorized as “low”, “medium” and “high.” The company’s entrepreneur(s) have to evaluate all potential alternatives and select the option most likely to succeed. Companies have varying levels of risk appetites for different objectives. The levels depend on:

- The type of industry
- Market pressures
- Company objectives

For example, a startup with a revolutionary concept will have a very high risk appetite. The startup can afford short term failures before it achieves longer term success. This type of appetite will not remain constant and will be adjusted to account for the present circumstances of the company.

Risk Appetite Statement

Companies have to define and articulate their risk appetite in sync with decisions made about their objectives and opportunities. The point of having a risk appetite statement is to have a framework that clearly states the acceptance and management of risk in business. It sets risk taking limits within the company. The risk appetite statement should convey the following:

- The nature of risks the business faces.
- Which risks the company is comfortable taking on and which risks are unacceptable.
- How much risk to accept in all the risk categories.
- The desired tradeoff between risk and reward.
- Measures of risk and methods of examining and regulating risk exposures.

Entrepreneurship and Resilience

Entrepreneurs are characterized by a set of qualities known as resilience. These qualities play an especially large role in the early stages of developing an enterprise. Risk resilience is an extremely valuable characteristic as it is believed to protect entrepreneurs against the threat of challenges and changes in the business environment.

What is Entrepreneurial Resilience

Resilience is used to describe individuals who have the ability to overcome setbacks related to their life and career aspirations. A resilient person is someone who is capable of easily and quickly recovering from setbacks. For the entrepreneur, resilience is a critical trait. Entrepreneurial resilience can be enhanced in the following ways:

- By developing a professional network of coaches and mentors
- By accepting that change is a part of life
- By viewing obstacles as something that can be overcome

Characteristics of a Resilient Entrepreneur

The characteristics required to make an entrepreneur resilient enough to go the whole way in their business enterprise are:

- A strong internal sense of control
- Strong social connections
- Skill to learn from setbacks
- Ability to look at the bigger picture
- Ability to diversify and expand
- Survivor attitude
- Cash-flow conscious habits
- Attention to detail

Tips

- Cultivate a great network of clients, suppliers, peers, friends and family. This will not only help you promote your business, but will also help you learn, identify new opportunities and stay tuned to changes in the market.
- Don’t dwell on setbacks. Focus on what the you need to do next to get moving again.
- While you should try and curtail expenses, ensure that it is not at the cost of your growth.

13.5.8 Success & Failures: Understanding Successes and Failures in Entrepreneurship

Shyam is a famous entrepreneur, known for his success story. But what most people don't know, is that Shyam failed numerous times before his enterprise became a success. Read his interview to get an idea of what entrepreneurship is really about, straight from an entrepreneur who has both, failed and succeeded.

Interviewer: Shyam, I have heard that entrepreneurs are great risk-takers who are never afraid of failing. Is this true?

Shyam: Ha ha, no of course it's not true! Most people believe that entrepreneurs need to be fearlessly enthusiastic. But the truth is, fear is a very normal and valid human reaction, especially when you are planning to start your own business! In fact, my biggest fear was the fear of failing. The reality is, entrepreneurs fail as much as they succeed. The trick is to not allow the fear of failing to stop you from going ahead with your plans. Remember, failures are lessons for future success!

Interviewer: What, according to you, is the reason that entrepreneurs fail?

Shyam: Well, there is no one single reason why entrepreneurs fail. An entrepreneur can fail due to numerous reasons. You could fail because you have allowed your fear of failure to defeat you. You could fail because you are unwilling to delegate (distribute) work. As the saying goes, "You can do anything, but not everything!" You could fail because you gave up too easily – maybe you were not persistent enough. You could fail because you were focusing your energy on small, insignificant tasks and ignoring the tasks that were most important. Other reasons for failing are partnering with the wrong people, not being able to sell your product to the right customers at the right time at the right price… and many more reasons!

Interviewer: As an entrepreneur, how do you feel failure should be looked at?

Shyam: I believe we should all look at failure as an asset, rather than as something negative. The way I see it, if you have an idea, you should try to make it work, even if there is a chance that you will fail. That's because not trying is failure right there, anyway! And failure is not the worst thing that can happen. I think having regrets because of not trying, and wondering 'what if' is far worse than trying and actually failing.

Interviewer: How did you feel when you failed for the first time?

Shyam: I was completely heartbroken! It was a very painful experience. But the good news is, you do recover from the failure. And with every subsequent failure, the recovery process gets a lot easier. That's because you start to see each failure more as a lesson that will eventually help you succeed, rather than as an obstacle that you cannot overcome. You will start to realize that failure has many benefits.

Interviewer: Can you tell us about some of the benefits of failing?

Shyam: One of the benefits that I have experienced personally from failing is that the failure made me see things in a new light. It gave me answers that I didn't have before. Failure can make you a lot stronger. It also helps keep your ego in control.

Interviewer: What advice would you give entrepreneurs who are about to start their own enterprises?

Shyam: I would tell them to do their research and ensure that their product is something that is actually wanted by customers. I'd tell them to pick their partners and employees very wisely and cautiously. I'd tell them that it's very important to be aggressive – push and market your product as aggressively as possible. I would warn them that starting an enterprise is very expensive and that they should be prepared for a situation where they run out of money.

I would tell them to create long term goals and put a plan in action to achieve that goal. I would tell them to build a product that is truly unique. Be very careful and ensure that you are not copying another startup. Lastly, I'd tell them that it's very important that they find the right investors.

Interviewer: That's some really helpful advice, Shyam! I'm sure this will help all entrepreneurs to be more prepared before they begin their journey! Thank you for all your insight!

Tips

- Remember that nothing is impossible.
- Identify your mission and your purpose before you start.
- Plan your next steps – don't make decisions hastily.

13.6: Preparing to be an Entrepreneur

Unit Objectives

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

1. Discuss how market research is carried out
2. Describe the 4 Ps of marketing
3. Discuss the importance of idea generation
4. Recall basic business terminology
5. Discuss the need for CRM
6. Discuss the benefits of CRM
7. Discuss the need for networking
8. Discuss the benefits of networking
9. Discuss the importance of setting goals
10. Differentiate between short-term, medium-term and long-term goals
11. Discuss how to write a business plan
12. Explain the financial planning process
13. Discuss ways to manage your risk
14. Describe the procedure and formalities for applying for bank finance
15. Discuss how to manage your own enterprise
16. List important questions that every entrepreneur should ask before starting an enterprise

13.6.1 Market Study / The 4 Ps of Marketing / Importance of an IDEA: Understanding Market Research

Market research is the process of gathering, analyzing and interpreting market information on a product or service that is being sold in that market. It also includes information on:

- Past, present and prospective customers
- Customer characteristics and spending habits
- The location and needs of the target market
- The overall industry
- Relevant competitors

Market research involves two types of data:

- Primary information. This is research collected by yourself or by someone hired by you.
- Secondary information. This is research that already exists and is out there for you to find and use.

Primary research

Primary research can be of two types:

- Exploratory: This is open-ended and usually involves detailed, unstructured interviews.
- Specific: This is precise and involves structured, formal interviews. Conducting specific research is the more expensive than conducting exploratory research.

Secondary research

Secondary research uses outside information. Some common secondary sources are:

- Public sources: These are usually free and have a lot of good information. Examples are government departments, business departments of public libraries etc.
- Commercial sources: These offer valuable information but usually require a fee to be paid. Examples are research and trade associations, banks and other financial institutions etc.
- Educational institutions: These offer a wealth of information. Examples are colleges, universities, technical institutes etc.

The 4 Ps of Marketing

The 4 Ps of marketing are Product, Price, Promotion and Place. Let's look at each of these 4 Ps in detail.

Product

A product can be:

- A tangible good
- An intangible service

Whatever your product is, it is critical that you have a clear understanding of what you are offering, and what its unique characteristics are, before you begin with the marketing process.

Some questions to ask yourself are:

- What does the customer want from the product/service?
- What needs does it satisfy?
- Are there any more features that can be added?
- Does it have any expensive and unnecessary features?
- How will customers use it?
- What should it be called?
- How is it different from similar products?
- How much will it cost to produce?
- Can it be sold at a profit?

Price

Once all the elements of Product have been established, the Price factor needs to be considered.

The Price of a Product will depend on several factors such as profit margins, supply, demand and the marketing strategy.

Some questions to ask yourself are:

- What is the value of the product/service to customers?
- Do local products/services have established price points?
- Is the customer price sensitive?
- Should discounts be offered?
- How is your price compared to that of your competitors?

Promotion

Once you are certain about your Product and your Price, the next step is to look at ways to promote it. Some key elements of promotion are advertising, public relations, social media marketing, email marketing, search engine marketing, video marketing and more.

Some questions to ask yourself are:

- Where should you promote your product or service?
- What is the best medium to use to reach your target audience?
- When would be the best time to promote your product?
- How are your competitors promoting their products?

Place

According to most marketers, the basis of marketing is about offering the right product, at the right price, at the right place, at the right time. For this reason, selecting the best possible location is critical for converting prospective clients into actual clients.

Some questions to ask yourself are:

- Will your product or service be looked for in a physical store, online or both?
- What should you do to access the most appropriate distribution channels?
- Will you require a sales force?
- Where are your competitors offering their products or services?
- Should you follow in your competitors' footsteps?
- Should you do something different from your competitors?

Importance of an IDEA

Ideas are the foundation of progress. An idea can be small or ground-breaking, easy to accomplish or extremely complicated to implement. Whatever the case, the fact that it is an idea gives it merit. Without ideas, nothing is possible. Most people are afraid to speak out their ideas, out for fear of being ridiculed. However, if are an entrepreneur and want to remain competitive and innovative, you need to bring your ideas out into the light.

Some ways to do this are by:

- Establishing a culture of brainstorming where you invite all interested parties to contribute
- Discussing ideas out loud so that people can add their ideas, views, opinions to them
- Being open minded and not limiting your ideas, even if the idea who have seems ridiculous
- Not discarding ideas that you don't work on immediately, but instead making a note of them and shelving them so they can be revisited at a later date

Tips

- Keep in mind that good ideas do not always have to be unique.
- Remember that timing plays a huge role in determining the success of your idea.
- Situations and circumstances will always change, so be flexible and adapt your idea accordingly.

13.6.2 Business Entity Concepts: Basic Business Terminology

If your aim is to start and run a business, it is crucial that you have a good understanding of basic business terms. Every entrepreneur should be well versed in the following terms:

- Accounting: A systematic method of recording and reporting financial transactions.
- Accounts payable: Money owed by a company to its creditors.
- Accounts Receivable: The amount a company is owed by its clients.
- Assets: The value of everything a company owns and uses to conduct its business.
- Balance Sheet: A snapshot of a company's assets, liabilities and owner's equity at a given moment.
- Bottom Line: The total amount a business has earned or lost at the end of a month.
- Business: An organization that operates with the aim of making a profit.
- Business to Business (B2B): A business that sells goods or services to another business.
- Business to Consumer (B2C): A business that sells goods or services directly to the end user.
- Capital: The money a business has in its accounts, assets and investments. The two main types of capital are debt and equity.
- Cash Flow: The overall movement of funds through a business each month, including income and expenses.
- Cash Flow Statement: A statement showing the money that entered and exited a business during a specific period of time.
- Contract: A formal agreement to do work for pay.
- Depreciation: The degrading value of an asset over time.
- Expense: The costs that a business incurs through its operations.
- Finance: The management and allocation of money and other assets.
- Financial Report: A comprehensive account of a business' transactions and expenses.
- Fixed Cost: A one-time expense.
- Income Statement (Profit and Loss Statement): Shows the profitability of a business during a period of time.
- Liabilities: The value of what a business owes to someone else.
- Marketing: The process of promoting, selling and distributing a product or service.
- Net Income/Profit: Revenues minus expenses.
- Net Worth: The total value of a business.
- Payback Period: The amount of time it takes to recover the initial investment of a business.
- Profit Margin: The ratio of profit, divided by revenue, displayed as a percentage.
- Return on Investment (ROI): The amount of money a business gets as return from an investment.

- Revenue: The total amount of income before expenses are subtracted.
- Sales Prospect: A potential customer.
- Supplier: A provider of supplies to a business.
- Target Market: A specific group of customers at which a company's products and services are aimed.
- Valuation: An estimate of the overall worth of the business.
- Variable Cost: Expenses that change in proportion to the activity of a business.
- Working Capital: Calculated as current assets minus current liabilities.
- Business Transactions: There are three types of business transactions. These are:
  - Simple Transactions – Usually a single transaction between a vendor and a customer. For example: Buying a cup of coffee.
  - Complex Transactions – These transactions go through a number of events before they can be completed. For example: Buying a house.
  - Ongoing transactions – These transactions usually require a contract. For example: Contract with a vendor.

Basic Accounting Formulas

Take a look some important accounting formulas that every entrepreneur needs to know.

1. The Accounting Equation: This is value of everything a company owns and uses to conduct its business.

   Formula:

   Assets = Liability + Owner's Equity

2. Net Income: This is the profit of the company.

   Formula:
   Net Income = Revenues – Expenses

3. Break-Even Point: This is the point at which the company will not make a profit or a loss. The total cost and total revenues are equal.

   Formula:
   Break-Even = Fixed Costs/Sales Price – Variable Cost per Unit

4. Cash Ratio: This tells us about the liquidity of a company.

   Formula:
   Cash Ratio = Cash/Current Liabilities

5. Profit Margin: This is shown as a percentage. It shows what percentage of sales are left over after all the expenses are paid by the business.

   Formula:
   Profit Margin = Net Income/Sales

6. Debt-to-Equity Ratio: This ratio shows how much equity and debt a company is using to finance its assets, and whether the shareholder equity can fulfill obligations to creditors if the business starts making a loss.

   Formula:
   Debt-to-Equity Ratio = Total Liabilities/Total Equity

1. Cost of Goods Sold: This is the total of all costs used to create a product or service, which has been sold.

   Formula:
   Cost of Goods Sold = Cost of Materials/Inventory – Cost of Outputs

8. Return on Investment (ROI): This is usually shown as a percentage. It calculates the profits of an investment as a percentage of the original cost.

   Formula:

   ROI = Net Profit/Total Investment * 100

9. Simple Interest: This is money you can earn by initially investing some money (the principal).

   Formula:

   A = P(1 + rt); R = r * 100

   Where:

   A = Total Accrued Amount (principal + interest)

   P = Principal Amount

   I = Interest Amount

   r = Rate of Interest per year in decimal; r = R/100

   t = Time Period involved in months or years

10. Annual Compound Interest: The calculates the addition of interest to the principal sum of a loan or deposit.

   Formula:

   A = P (1 + r/n) ^ nt:

   Where:

   A = the future value of the investment/loan, including interest

   P = the principal investment amount (the initial deposit or loan amount)

   r = the annual interest rate (decimal)

   n = the number of times that interest is compounded per year

   t = the number of years the money is invested or borrowed for

13.6.3 CRM & Networking: What is CRM

CRM stands for Customer Relationship Management. Originally the expression Customer Relationship Management meant managing one's relationship with customers. However, today it refers to IT systems and software designed to help companies manage their relationships.

The Need for CRM

The better a company can manage its relationships with its customers, the higher the chances of the company's success. For any entrepreneur, the ability to successfully retain existing customers and expand the enterprise is paramount. This is why IT systems that focus on addressing the problems of dealing with customers on a daily basis are becoming more and more in demand.

Customer needs change over time, and technology can make it easier to understand what customers really want. This insight helps companies to be more responsive to the needs of their customers. It enables them to modify their business operations when required, so that their customers are always served in the best manner possible. Simply put, CRM helps companies recognize the value of their clients and enables them to capitalize on improved customer relations.

Benefits of CRM

CRM has a number of important benefits:

- It helps improve relations with existing customers which can lead to:
  - Increased sales
  - Identification of customer needs
  - Cross-selling of products
- It results in better marketing of one's products or services
- It enhances customer satisfaction and retention
- It improves profitability by identifying and focusing on the most profitable customers

13.6.4 What is Networking

In business, networking means leveraging your business and personal connections in order to bring in a regular supply of new business. This marketing method is effective as well as low cost. It is a great way to develop sales opportunities and contacts. Networking can be based on referrals and introductions, or can take place via phone, email, and social and business networking websites.

13.6.5 The Need for Networking

Networking is an essential personal skill for business people, but it is even more important for entrepreneurs. The process of networking has its roots in relationship building. Networking results in greater communication and a stronger presence in the entrepreneurial ecosystem. This helps build strong relationships with other entrepreneurs.

Business networking events held across the globe play a huge role in connecting like-minded entrepreneurs who share the same fundamental beliefs in communication, exchanging ideas and converting ideas into realities. Such networking events also play a crucial role in connecting entrepreneurs with potential investors. Entrepreneurs may have vastly different experiences and backgrounds but they all have a common goal in mind – they all seek connection, inspiration, advice, opportunities and mentors. Networking offers them a platform to do just that.

Benefits of Networking

Networking offers numerous benefits for entrepreneurs. Some of the major benefits are:

- Getting high quality leads
- Increased business opportunities
- Good source of relevant connections
- Advice from like-minded entrepreneurs
- Gaining visibility and raising your profile
- Meeting positive and enthusiastic people
- Increased self-confidence
- Satisfaction from helping others
- Building strong and lasting friendships

Tips

- Use social media interactions to identify needs and gather feedback.
- When networking, ask open-ended questions rather than yes/no type questions.

13.6.6 Business Plan: Why Set Goals

Setting goals is important because it gives you long-term vision and short-term motivation. Goals can be short term, medium term and long term.

Short-Term Goals

- These are specific goals for the immediate future.

Example: Repairing a machine that has failed.

Medium-Term Goals

- These goals are built on your short term goals.
- They do not need to be as specific as your short term goals.

Example: Arranging for a service contract to ensure that your machines don't fail again.

Long-Term Goals

These goals require time and planning.

They usually take a year or more to achieve.

Example: Planning your expenses so you can buy new machinery

Why Create a Business Plan

A business plan is a tool for understanding how your business is put together. It can be used to monitor progress, foster accountable and control the fate of the business. It usually offers a 3-5 year projection and outlines the plan that the company intends to follow to grow its revenues. A business plan is also a very important tool for getting the interest of key employees or future investors.

A business plan typically comprises of eight elements.

Elements of a Business Plan

Executive Summary

The executive summary follows the title page. The summary should clearly state your desires as the business owner in a short and businesslike way. It is an overview of your business and your plans. Ideally this should not be more than 1-2 pages.

Your Executive Summary should include:

- The Mission Statement: Explain what your business is all about.

  Example: Nike's Mission Statement

  Nike's mission statement is "To bring inspiration and innovation to every athlete in the world."
- Company Information: Provide information like when your business was formed, the names and roles of the founders, the number of employees, your business location(s) etc.
- Growth Highlights: Mention examples of company growth. Use graphs and charts where possible.
- Your Products/Services: Describe the products or services provided.
- Financial Information: Provide details on current bank and investors.
- Summarize future plans: Describe where you see your business in the future.

Business Description

The second section of your business plan needs to provide a detailed review of the different elements of your business. This will help potential investors to correctly understand your business goal and the uniqueness of your offering.

Your Business Description should include:

- A description of the nature of your business
- The market needs that you are aiming to satisfy
- The ways in which your products and services meet these needs
- The specific consumers and organizations that you intend to serve
- Your specific competitive advantages

Market Analysis

The market analysis section usually follows the business description. The aim of this section is to showcase your industry and market knowledge. This is also the section where you should lay down your research findings and conclusions.

Your Market Analysis should include:

- Your industry description and outlook
- Information on your target market
- The needs and demographics of your target audience
- The size of your target market
- The amount of market share you want to capture
- Your pricing structure
- Your competitive analysis
- Any regulatory requirements

Organization & Management

This section should come immediately after the Market Analysis.

Your Organization & Management section should include:

- Your company's organizational structure
- Details of your company's ownership
- Details of your management team
- Qualifications of your board of directors
- Detailed descriptions of each division/department and its function
- The salary and benefits package that you offer your people
- The incentives that you offer

Service or Product Line

The next section is the service or product line section. This is where you describe your service or product, and stress on their benefits to potential and current customers. Explain in detail why your product of choice will fulfill the needs of your target audience.

Your Service or Product Line section should include:

- A description of your product/service
- A description of your product or service's life cycle
- A list of any copyright or patent filings
- A description of any R&D activities that you are involved in or planning

Marketing & Sales

Once the Service or Product Line section of your plan has been completed, you should start on the description of the marketing and sales management strategy for your business.

Your Marketing section should include the following strategies:

- **Market penetration strategy**: This strategy focuses on selling your existing products or services in existing markets, in order to increase your market share.
- **Growth strategy**: This strategy focuses on increasing the amount of market share, even if it reduces earnings in the short-term.
- **Channels of distribution strategy**: These can be wholesalers, retailers, distributers and even the internet.
- **Communication strategy**: These can be written strategies (e-mail, text, chat), oral strategies (phone calls, video chats, face-to-face conversations), non-verbal strategies (body language, facial expressions, tone of voice) and visual strategies (signs, webpages, illustrations).

Your Sales section should include the following information:

- **A salesforce strategy**: This strategy focuses on increasing the revenue of the enterprise.
- **A breakdown of your sales activities**: This means detailing out how you intend to sell your products or services – will you sell it offline or online, how many units do you intend to sell, what price do you plan to sell each unit at, etc.

Funding Request

This section is specifically for those who require funding for their venture.

The Funding Request section should include the following information:

- How much funding you currently require.
- How much funding you will require over the next five years. This will depend on your long-term goals.
- The type of funding you want and how you plan to use it. Do you want funding that can be used only for a specific purpose, or funding that can be used for any kind of requirement?
- Strategic plans for the future. This will involve detailing out your long-term plans – what these plans are and how much money you will require to put these plans in motions.
- Historical and prospective financial information. This can be done by creating and maintaining all your financial records, right from the moment your enterprise started, to the present day. Documents required for this are your balance sheet which contains details of your company's assets and liabilities, your income statement which lists your company's revenues, expenses and net income for the year, your tax returns (usually for the last three years) and your cash flow budget which lists the cash that came in, the cash that went out and states whether you had a cash deficit (negative balance) or surplus (positive balance) at the end of each month.

Financial Planning

Before you begin building your enterprise, you need to plan your finances. Take a look at the steps for financial planning:

Step 1: Create a financial plan. This should include your goals, strategies and timelines for accomplishing these goals.

Step 2: Organize all your important financial documents. Maintain a file to hold your investment details, bank statements, tax papers, credit card bills, insurance papers and any other financial records.

Step 3: Calculate your net worth. This means figure out what you own (assets like your house, bank accounts, investments etc.), and then subtract what you owe (liabilities like loans, pending credit card amounts etc.) the amount you are left with is your net worth.

Step 4: Make a spending plan. This means write down in detail where your money will come from, and where it will go.

Step 5: Build an emergency fund. A good emergency fund contains enough money to cover at least 6 months' worth of expenses.

Step 6: Set up your insurance. Insurance provides long term financial security and protects you against risk.

Risk Management

As an entrepreneur, it is critical that you evaluate the risks involved with the type of enterprise that you want to start, before you begin setting up your company. Once you have identified potential risks, you can take steps to reduce them. Some ways to manage risks are:

- Research similar business and find out about their risks and how they were minimized.
- Evaluate current market trends and find out if similar products or services that launched a while ago are still being well received by the public.
- Think about whether you really have the required expertise to launch your product or service.
- Examine your finances and see if you have enough income to start your enterprise.
- Be aware of the current state of the economy, consider how the economy may change over time, and think about how your enterprise will be affected by any of those changes.
- Create a detailed business plan.

Tips

- Ensure all the important elements are covered in your plan.
- Scrutinize the numbers thoroughly.
- Be concise and realistic.
- Be conservative in your approach and your projections.
- Use visuals like charts, graphs and images wherever possible.

13.6.7 Procedure and Formalities for Bank Finance: The Need for Bank Finance

For entrepreneurs, one of the most difficult challenges faced involves securing funds for startups. With numerous funding options available, entrepreneurs need to take a close look at which funding methodology works best for them. In India, banks are one of the largest funders of startups, offering funding to thousands of startups every year.

What Information Should Entrepreneurs Offer Banks for Funding

When approaching a bank, entrepreneurs must have a clear idea of the different criteria that banks use to screen, rate and process loan applications. Entrepreneurs must also be aware of the importance of providing banks with accurate and correct information. It is now easier than ever for financial institutions to track any default behaviour of loan applicants. Entrepreneurs looking for funding from banks must provide banks with information relating to their general credentials, financial situation and guarantees or collaterals that can be offered.

General Credentials

This is where you, as an entrepreneur, provide the bank with background information on yourself. Such information includes:

- Letter(s) of Introduction: This letter should be written by a respected business person who knows you well enough to introduce you. The aim of this letter is set across your achievements and vouch for your character and integrity.
- Your Profile: This is basically your resume. You need to give the bank a good idea of your educational achievements, professional training, qualifications, employment record and achievements.
- Business Brochure: A business brochure typically provides information on company products, clients, how long the business has been running for etc.
- Bank and Other References: If you have an account with another bank, providing those bank references is a good idea.
- Proof of Company Ownership or Registration: In some cases, you may need to provide the bank with proof of company ownership and registration. A list of assets and liabilities may also be required.

Financial Situation

Banks will expect current financial information on your enterprise. The standard financial reports you should be prepared with are:

- Balance Sheet
- Cash-Flow Statement
- Business Plan
- Profit-and-Loss Account
- Projected Sales and Revenues
- Feasibility Study

Guarantees or Collaterals

Usually banks will refuse to grant you a loan without security. You can offer assets which the bank can seize and sell off if you do not repay the loan. Fixed assets like machinery, equipment, vehicles etc. are also considered to be security for loans.

The Lending Criteria of Banks

Your request for funding will have a higher chance of success if you can satisfy the following lending criteria:

- Good cash flow
- Adequate shareholders' funds
- Adequate security
- Experience in business
- Good reputation

The Procedure

To apply for funding the following procedure will need to be followed.

1. Submit your application form and all other required documents to the bank.
2. The bank will carefully assess your credit worthiness and assign ratings by analyzing your business information with respect to parameters like management, financial, operational and industry information as well as past loan performance.
3. The bank will make a decision as to whether or not you should be given funding.

Tips

- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

13.6.8 Enterprise Management - An Overview: How to Manage Your Enterprise

To manage your enterprise effectively you need to look at many different aspects, right from managing the day-to-day activities to figuring out how to handle a large scale event. Let's take a look at some simple steps to manage your company effectively.

Step 1: Use your leadership skills and ask for advice when required.

Let's take the example of Ramu, an entrepreneur who has recently started his own enterprise. Ramu has good leadership skills – he is honest, communicates well, knows how to delegate work etc. These leadership skills definitely help Ramu in the management of his enterprise. However, sometimes Ramu comes across situations that he is unsure how to handle. What should Ramu do in this case? One solution is for him to find a more experienced manager who is willing to mentor him. Another solution is for Ramu to use his networking skills so that he can connect with managers from other organizations, who can give him advice on how to handle such situations.

Step 2: Divide your work amongst others – realize that you cannot handle everything yourself.

Even the most skilled manager in the world will not be able to manage every single task that an enterprise will demand of him. A smart manager needs to realize that the key to managing his enterprise lies in his dividing all his work between those around him. This is known as delegation. However, delegating is not enough. A manager must delegate effectively if he wants to see results. This is important because delegating, when done incorrectly, can result in you creating even more work for yourself. To delegate effectively, you can start by making two lists. One list should contain the things that you know you need to handle yourself. The second list should contain the things that you are confident can be given to others to manage and handle. Besides incorrect delegation, another issue that may arise is over-delegation. This means giving away too many of your tasks to others. The problem with this is, the more tasks you delegate, the more time you will spend tracking and monitoring the work progress of those you have handed the tasks to. This will leave you with very little time to finish your own work.

Step 3: Hire the right people for the job.

Hiring the right people goes a long way towards effectively managing your enterprise. To hire the best people suited for the job, you need to be very careful with your interview process. You should ask potential candidates the right questions and evaluate their answers carefully. Carrying out background checks is always a good practice. Running a credit check is also a good idea, especially if the people you are planning to hire will be handling your money. Create a detailed job description for each role that you want filled and ensure that all candidates have a clear and correct understanding of the job description. You should also have an employee manual in place, where you put down every expectation that you have from your employees. All these actions will help ensure that the right people are approached for running your enterprise.

Step 4: Motivate your employees and train them well.

Your enterprise can only be managed effectively if your employees are motivated to work hard for your enterprise. Part of being motivated involves your employees believing in the vision and mission of your enterprise and genuinely wanting to make efforts towards pursuing the same. You can motivate your employees with recognition, bonuses and rewards for achievements. You can also motivate them by telling them about how their efforts have led to the company's success. This will help them feel pride and give them a sense of responsibility that will increase their motivation.

Besides motivating your people, your employees should be constantly trained in new practices and technologies. Remember, training is not a one-time effort. It is a consistent effort that needs to be carried out regularly.

Step 5: Train your people to handle your customers well.

Your employees need to be well-versed in the art of customer management. This means they should be able to understand what their customers want, and also know how to satisfy their needs. For them to truly understand this, they need to see how you deal effectively with customers. This is called leading by example. Show them how you sincerely listen to your clients and the efforts that you put into understand their requirements. Let them listen to the type of questions that you ask your clients so they understand which questions are appropriate.

Step 6: Market your enterprise effectively.

Use all your skills and the skills of your employees to market your enterprise in an effective manner. You can also hire a marketing agency if you feel you need help in this area.

Now that you know what is required to run your enterprise effectively, put these steps into play, and see how much easier managing your enterprise becomes!

Tips

- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

13.6.9 20 Questions to Ask Yourself Before Considering Entrepreneurship

1. Why am I starting a business?
2. What problem am I solving?
3. Have others attempted to solve this problem before? Did they succeed or fail?
4. Do I have a mentor or industry expert that I can call on?
5. Who is my ideal customer?
6. Who are my competitors?
7. What makes my business idea different from other business ideas?
8. What are the key features of my product or service?
9. Have I done a SWOT analysis?
10. What is the size of the market that will buy my product or service?
11. What would it take to build a minimum viable product to test the market?
12. How much money do I need to get started?
13. Will I need to get a loan?
14. How soon will my products or services be available?
15. When will I break even or make a profit?
16. How will those who invest in my idea make a profit?
17. How should I set up the legal structure of my business?
18. What taxes will I need to pay?
19. What kind of insurance will I need?
20. Have I reached out to potential customers for feedback?

Tips

- It is very important to validate your business ideas before you invest significant time, money and resources into it.
- The more questions you ask yourself, the more prepared you will be to handle to highs and lows of starting an enterprise.

Footnotes:

1. A mentor is a trusted and experienced person who is willing to coach and guide you.
2. A customer is someone who buys goods and/or services.
3. A competitor is a person or company that sells products and/or services similar to your products and/or services.
4. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. To conduct a SWOT analysis of your company, you need to list down all the strengths and weaknesses of your company, the opportunities that are present for your company and the threats faced by your company.

5. A minimum viable product is a product that has the fewest possible features, that can be sold to customers, for the purpose of getting feedback from customers on the product.
6. A company is said to break even when the profits of the company are equal to the costs.
7. The legal structure could be a sole proprietorship, partnership or limited liability partnership.
8. There are two types of taxes – direct taxes payable by a person or a company, or indirect taxes charged on goods and/or services.
9. There are two types of insurance – life insurance and general insurance. Life insurance covers human life while general insurance covers assets like animals, goods, cars etc.

Annexure 1: DND/NCPR (National Customer Preference Registry)

This service allows customer to avoid all the unwanted advertising / commercial calls or messages on his mobile from telemarketing, marketing agencies & others.

How to register / activate DND (now NCPR)?

- Customer can activate by either SMS or Call 1909 from his mobile number.
- 1909 is a toll-free number
- It takes 7 days for any request to get processed.

  Options and categories of NCPR.

- Fully Blocked Category - If Customer doesn't want any commercial communications at all on his mobile, neither as a SMS or voice call.

  Send SMS | START 0 to 1909

  Call | 1909

- Partial Blocked Category - If Customer wants to get commercial communications by SMS as his preferred category and block rest of the calls. In this category all commercial voice calls will be blocked and only messages will be delivered. Below is the category list:-

  1. Tourism
  2. Communication – Broadcasting – Entertainment – IT
  3. Consumer Goods & Automobiles
  4. Health
  5. Education
  6. Real Estate
  7. Banking – Insurance – Financial Products – Credit Cards

For e.g. "START 1" for receiving SMS relating to Banking / Insurance / Financial Products /Credit cards•

If Customer wants to subscribe for multiple categories, then in SMS, separate the numbers with a comma. I.e., START 2, 4, 7.

De-Registration of DND (now NCPR)

De-Registration or de-activation of DND will make Customer receive all kinds of unwanted commercial calls and messages again.

Send SMS | STOP to 1909

Call | 1909

For partial de-registration:

Send SMS | STOP 1 to 1909

Important Note (before complaint)

- Customer has to register a complaint from the mobile for unwanted/unsolicited calls or message he/she has received.

Registration of DND complaint (by SMS to 1909)

- To register a complaint for receiving an unwanted communication, send SMS to 1909 in the below format:-
- COMP TEL NO XXXXXXXXXX, dd/mm/yy, Time hh:mm
- XXXXXXXXXX should be replaced by the mobile number or message you received on your phone or message header of the unsolicited call. You will be get an SMS with complaint number after complaint registration and you will be informed within 7 days regarding the action taken on your complaint.

Examples:-

Example 1:- Customer has received an SMS from DM-IAMU on 30th Sep'11 at 2pm. Then complaint SMS will be "COMP TEL NO DM-IAMU, 30/09/11, Time 14:00" and send it to 1909.

Example 2:- Customer has received an SMS / call from 9123456789 on 1st Oct'11 at 11.35am. Then your complaint SMS will be "COMP TEL NO 9123456789, 01/10/11, Time 11:35" and send it to 1909.

Registration of DND complaint (through voice call to 1909)

Dial 1909 from mobile phone and choose to speak with customer care executive to register a complaint for receiving unwanted call or commercial SMS on phone.

CCE should take following details from the customers:

1. Mobile number or the SMS header of the call/ message received
2. Telemarketer details/ Company / Brand
3. Description of the message or call
4. The exact time and date of the call

Then, the customer care executive (call centre) will register a complaint and provide you a complaint number. You will be informed within 7 days regarding the action taken on your complaint.

Key points to remember in DND

1. DND will never block any of the customer solicited communication like Bank communications, Bank alerts SMS, Ticketing etc.
2. It is a 7 days process and in 24 hours a confirmation SMS will be sent to the customer.
3. Minimum 3 months gap between the new and previous DND request.
4. 1909 is a toll free number and has no charges applicable.

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