

# Business Enterprise Leadership & Management Program (BELMP)

## DETAILED CURRICULUM







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## Message, Director IIM

IIM Shillong is committed to nurture cutting-edge knowledge, accelerate innovation and prepare leaders in values and purpose to impact a dynamic world. We are the only B-school of national importance in North East India and make constant efforts to positively impact the community around us. To make this endeavor a success, we have taken initiatives to closely work with the government and *develop* different *development* policies for states of *North Eastern Region*. The mission of IIM Shillong is integrated with the sustainability goal through generation and dissemination of knowledge in all aspects of management education for sustainable development.

IIM Shillong worked in partnership with UNDP, supported by Impact Foundation (Dasra), Industree Foundation, and HSBC to implement the project PROSPER (Producers in Organized Supply Chain Enterprise) with an aim to improve livelihood in North East of India. With series of consultations and field visits by IIM Shillong team, a rigorous curriculum is created to build capacity of social entrepreneurs by imparting management education. The idea is to empower the existing social enterprises by understanding the business aspects of small enterprise and providing solutions, that reflects the socially and financially inclusive approach towards social innovation in India.

The 'seven sisters' are home to exquisite art and craft, and blessed with immense potential that adds to the richness of Indian culture. It is important to foster the unique traditions that are deeply rooted in a fine heritage of exquisite craftsmanship and vibrant colors. A collaborative initiative is taken by designing the Business Enterprise Leadership and Management Programme (BELMP) curriculum to educate, train and engage social entrepreneurs for providing robust management solutions to existing business problems. The curriculum created has embedded exercises and incidental approach with case studies to discuss topics that are pertinent to social entrepreneurs in natural fibre sector. I am sure that the curriculum created in collaboration with other significant stakeholders will act as a knowledge source and be able to communicate, in an inspiring way, the novel solution and how it can change the world for the better.

I compliment the UNDP team for all their efforts at unprecedented times and working alongside to develop the knowledge resource and achieve the broader objective of improving the livelihood of the people of the NER. My best wishes go to the entrepreneurs and the beneficiaries of the PROSPER project.

Prof D P Goyal  
Director  
IIM Shillong



## Message from Deputy Resident Representative

Micro, Small and Medium Enterprises (MSMEs) are one of the key pillars of India's economic progress. This is especially true for the northeastern part of the country, where such small businesses operate in traditional sectors such as handlooms and handicrafts.

Handloom businesses have been a key component of the MSME sector in India. These businesses have contributed to income and employment generation, especially in rural areas. Handloom MSMEs have also been widely acknowledged for being resilient and sustainable during the Covid-19 pandemic.

Northeastern states of India have the highest concentration of handlooms and a large number of households operate looms. The handloom and handicraft sector has an important role to play, not only in economic development but also the cultural expression of North-east India.

Acknowledging this, UNDP and HSBC India along with IIM Shillong and other partners have developed the Business Enterprise Leadership and Management Programme (BELMP) to promote and enhance the region's natural fibre businesses and value chain.

This curriculum is embedded under the project Producers in Organized Supply Chain Enterprise (PROSPER). This project aims to build expertise among Cooperative societies, Community Based Organisations, as well as individual private entrepreneurs vis-à-vis technical aspects of natural fibers value chain and business management skills.

As many as 25 social entrepreneurs will be identified and trained under BELMP and training will be provided to 900 primary producers.

Sustainable development is another key learning that will be imparted through the BELMP. We are increasingly seeing enterprises align their vision with developmental challenges. There are several businesses who are addressing social issues that affect communities and tweaking their revenue generating models for the better.

MSMEs, as part of a larger eco-system, are imbibing cultures of sustainability when they interact with organizations that believe in responsible sourcing and responsible funding. This is especially true for the handloom, handicraft, and agriculture sectors.

We aim to work closely with these institutions and entrepreneurs; not just to strengthen their managerial and entrepreneurial capacities, but to also design policies and initiatives to 'build back better' through greening value chains, fostering innovation and providing access to markets, finance and services.

I would like to thank our partners HSBC India, Impact Foundation (Dasra), Industree Foundation and IIM, Shillong, for joining us in this mission to support the MSMEs of North-east India and inspiring the youth to take on entrepreneurship as a vocation.

Ms. Nadia Rasheed  
Deputy Resident Representative  
UNDP India



## Foreword, Project Co-lead, IIM Shillong

With the launch of 'Make in India' and government initiatives to make India self-reliant (atmanirbhar), handloom weaving and handicraft become an immensely requisite part of this program. The importance of the sector lies in its cultural significance, size and employment opportunities that provide a livelihood to the people. The advent of covid has seamlessly impacted the artisan's livelihood and to ensure the revival of the sector, many initiatives are undertaken for market linkages and its growth to continue the legacy of the weavers. The project PROSPER is an endeavour to understand the market needs and develop management skills to strengthen the rich legacy of handloom and handicrafts in India.

UNDP is working in North East for more than two decades and Project PROSPER (Producers in Organized Supply Chain Enterprise) aims at improving the livelihoods of 4,500 beneficiaries and producers of natural fibers in North East region of India in partnership with Impact Foundation (Dasra) and Industree Foundation. Project PROSPER intends to create a natural fiber value chain development program with the potential to double farmers' income. Aligned with the Sustainable Development Goals, specifically 1, 5, 8, 9, 10, 12 and 17, the project is focused on inclusive growth. This collaborative effort is taken forward with IIM Shillong as a knowledge partner wherein Business Enterprise Leadership Management Program (BELMP) is developed for the capacity building of social entrepreneurs who are engaged in the natural fiber business.

BELMP is a rigorous program developed after a series of consultations with experts, social entrepreneurs and field visits to unravel the issues of the existing social enterprises in the North East region. With more than ten rounds of consultations, both online and offline followed by field visits to create the knowledge repositories captures the best practices. The curriculum is developed with on-ground discussions and feedback from more than 50 social entrepreneurs from the North East who are managing an existing production/processing unit for making products out of natural fibres. The strength of the curriculum can be attributed to valuable inputs received from experts and enriched information gathered from field visits to understand the practical challenges that social entrepreneurs' weavers are facing, and also to explore the possibilities to sustain and scale up their business. Taking cognizance of practical knowledge and expertise in the said domain, and enriching the structure designing the information gathered from field visits and interactions were necessary value additions.

BELMP covers every aspect of required management skills and will help both participants and facilitators in reviving their businesses. The BELMP curriculum consists of four modules Entrepreneurial Orientation, Entrepreneurial Management, Entrepreneurial Marketing and Enterprise Competencies having 29 topics that cover the various aspects of management education. It consists of relevant case studies, in-class exercises, discussion problems and pre-reads for both instructors and participants making this curriculum user friendly and would help generate robust solutions for existing business problems.

I would like to compliment the efforts made by the UNDP India team and stakeholders that have directly or indirectly contributed to the finalization of this document.

Dr. Gurpreet Kour,  
Project Co-lead  
IIM Shillong



## Message, Dasra

India is poised to become the most populated country in the world and has emerged as a fast growing economy but a large number of people are excluded from this economy. To achieve sustainable and shared prosperity and growth, a strong need exists to create and/or support livelihood opportunities that leverage the skills that the producers excluded from formal frameworks possess, and drive the use of natural and biodegradable materials.

The North East Region (NER) a region of underutilized potential opportunities; while abundant in resources and capabilities, it still remains far from its potential for sustainable development. UNDP's collaboration with IIM Shillong, in partnership with HSBC India, Industree Foundation and Dasra, to develop and deliver the **Business Enterprise Leadership and Management Programme (BELMP)** to strengthen the MSME ecosystem in the NER is designed to give great boost to the natural fiber sector related to agriculture, handloom and handicrafts. A natural fibre value chain development programme such as this has the potential to increase incomes through linkages with markets, and capacity building of MSMEs who act as intermediaries between large buyers and small producers.

The real testament to the strength of the programme comes from the consultative and co-creation approach that UNDP and IIM Shillong have used with inputs from multiple stakeholders from the field. This collaborative action will accelerate social change and address some of the India's greatest challenges with respect to livelihoods.

Through this collaboration with UNDP, IIM Shillong, Industree Foundation and HSBC India, Dasra feels privileged to have got the opportunity to make a small footprint in the NER development journey. Dasra would like to congratulate the UNDP and IIM Shillong team for working tirelessly with great dedication and perseverance, even during the pandemic, towards the vision of strengthening MSMEs and touching the lives of many people in the NER.



## Message, HSBC India

With the ambitious target of our country to achieve the Sustainable Development Goals by 2030, it becomes an imperative for all stakeholders to come together to achieve the global goals. HSBC India is committed to promoting the SDGs and has specifically focused on Goals 1, 5, 8, 9, 10, 12 and 17 for the Northeast Region. Producers in Organized Supply Chain Enterprise (PROSPER) which was initiated in 2019 has been able to develop two critical tools for harnessing the growth of MSMEs of the Northeast Region (NER) of India.

The Northeast Region has abundant resources and capable producers who require wider exposure in the line of natural fibre production for greater market opportunities. PROSPER is a partnership of Impact Foundation (Dasra), Industree Foundation, UNDP and HSBC India, which was designed to build capacities of primary producers and social entrepreneurs for setting producer owned enterprises that link them with global and local markets. The interventions in the North-East, under UNDP's leadership and in collaboration with IIM Shillong, focused on improving the livelihoods of people working in the natural fibers sector in the region. Through the pandemic UNDP and IIM Shillong have been able to create tools for capacity building of primary producers and social entrepreneurs engaged in the natural fiber sector related to agriculture, handloom and handicrafts.

The **Business Enterprise Leadership and Management Programme (BELMP)** curriculum is the culmination of multiple rounds of consultation with various stakeholders and learnings from the field, the course is designed to assist social entrepreneurs on Entrepreneurial Management, Enterprise Marketing and Enterprise Competencies. It is envisioned that this curriculum will be used to strengthen the entire value chain of fibre production small producers and business owners to scale productivity and find robust solutions to current problems.

We thank all the project team members from UNDP, IIM Shillong and Dasra for their sustained efforts in creating the BELMP curriculum and we hope this benefits many social entrepreneurs and primary producers from the North-East Region.

## ACKNOWLEDGEMENTS

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To conclude, we are extremely grateful to our colleagues for their suggestions, social enterprise leaders and government officials who gave up their time for sharing comments and insights.

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## INTRODUCTION ■

UNDP in partnership with Impact Foundation (Dasra) and Industree Foundation, with support from HSBC India, is implementing the project PROSPER (Producers in Organized Supply Chain Enterprise) for improving the livelihoods of 4,500 beneficiaries and producers of natural fibers in North East Region of India.

The project PROSPER intends to create a natural fiber value chain development program, with the potential to double farmers' income by building the capacities of producers and social entrepreneurs engaged in the natural fiber business. Aligned with the Sustainable Development Goals<sup>1</sup> 1, 5, 8, 9, 10, 12 and 17, the project is focused on inclusive growth through developing technical, sustainable and applicable knowledge products, and providing market support to entire value chains – including insights from design to production, to marketing and distribution – to bring a product or service from conception to market. It is envisaged that under the project, social entrepreneurs will act as an intermediary between small producers and large buyers. The project will work directly with 25 social entrepreneurs, who, will further train 900 primary producers. Each producer, is assumed to have a family of five members; as such, the project will be supporting 4,500 indirect beneficiaries. While Industree Foundation will be implementing the project in Odisha, Karnataka, Andhra Pradesh and UNDP will be implementing the project in the NER of India.

Project PROSPER focusses on the following for improving the livelihoods of 4,500 beneficiaries and producers of natural fibers in the north east of India.

**A) SOCIAL ENTREPRENEURS:** Social entrepreneurs are the individuals motivated to meet social objectives to achieve social change<sup>2</sup>. In this study, social entrepreneurs who are managing an existing production/processing unit for making products out of natural fibers like bamboo, jute, water hyacinth or any other naturally occurring fibers are considered. They can be leaders of cooperative societies, community-based organizations, as well as individual private entrepreneurs working in the natural fiber sector.

**B) PRIMARY PRODUCERS:** Any person engaged in any activity connected with or related to any primary produce will be treated as producer. Primary produce means the produce of farmers from agriculture and allied activities or produce of persons engaged in handloom, handicrafts and other cottage industries, including any by-product and product resulting from ancillary activities thereof <sup>3</sup>. In this project, Primary producers includes Farmers who

25

social  
entrepreneurs

900

primary  
producers

4,500

indirect  
beneficiaries

1 Note: Goal 1 - No poverty, Goal 5 -Gender Equality), Goal 8- Decent work and Economic Growth, Goal 9- Industries, Innovation and Infrastructure, Goal 10 - Reduced Inequalities), Goal 12 - Sustainable Production and Consumption) and Goal 17 - Partnerships for goals

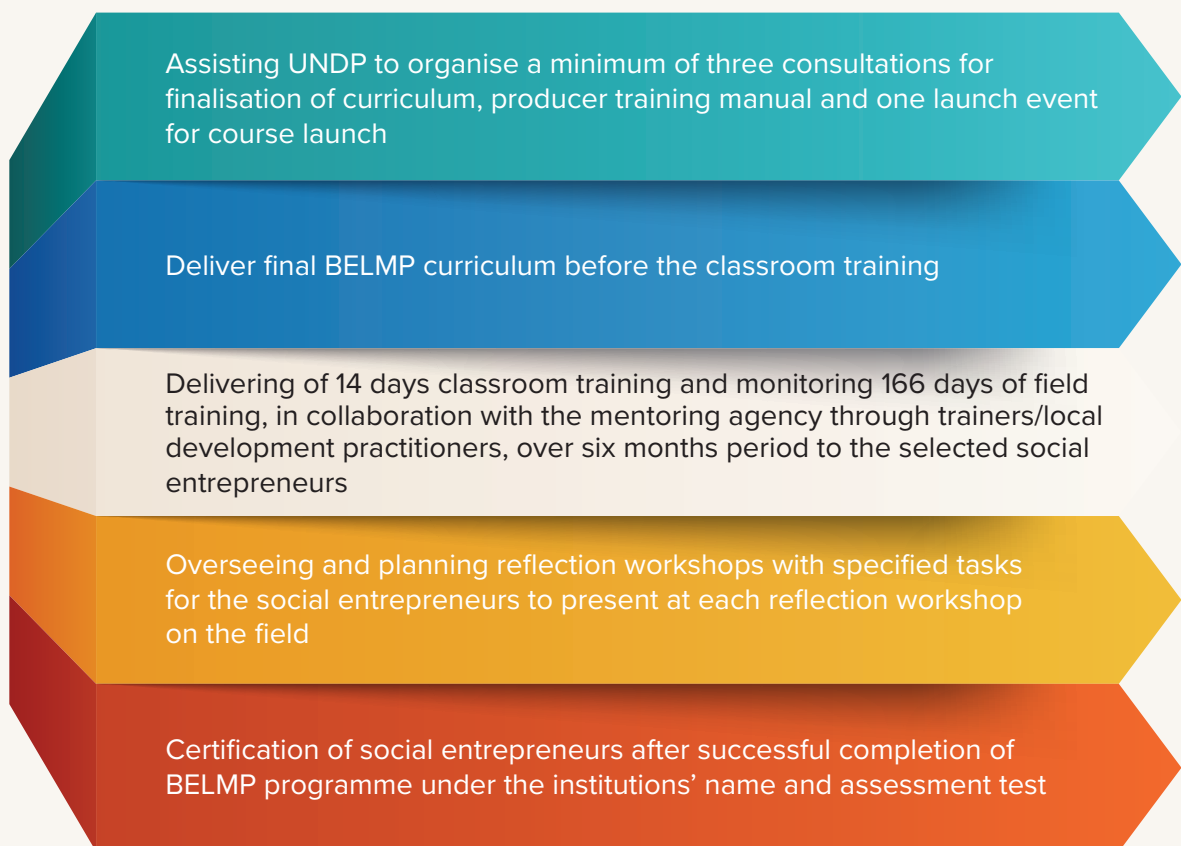
2 Steinerowski, A., Jack, S. L., & Farmer, J. (2008). Who are the Social 'Entrepreneurs' and What Do They Actually Do?. *Frontiers of Entrepreneurship Research*.

3 (2015), Farmer Producer Organisations, NABARD, <https://www.nabard.org/demo/auth/writereaddata/File/FARMER%20PRODUCER%20ORGANISATIONS.pdf>, Page 5

are growing bamboo, jute, water hyacinth or any other naturally occurring fibers in their farm or waste lands or have the right to collect them from forests. Also, artisans and weavers who are creating final product and adding value to the farmer produce to make it a market offering. The social entrepreneurs identified will work with approximately 900 primary producers.

**C) ENTERPRISES:** Processing units where the raw product is changing its form from raw produce to fibers (includes processes like drying, splicing, spinning, reeling etc.) and from fibers to finished products such as baskets, mats etc.

#### A CUSTOMIZED BUSINESS ENTERPRISE LEADERSHIP MANAGEMENT PROGRAM CURRICULUM FOR NATURAL FIBRE VALUE CHAIN IN NER



A core group of professors/faculty members from IIM Shillong will assist UNDP to develop, customize and design, a northeast centric Business Enterprise Leadership Management Program curriculum (as a ToT) for 30 social entrepreneurs engaged in the natural fibre sector. It will support UNDP and other relevant stakeholders to organise consultations for finalisation and vetting of curriculum and the producer training manual.



## HOW IS THE HANDBOOK DEVELOPED? ■

IIM Shillong developed BELMP Curriculum with inputs from the following:

1. Online consultations from the government and entrepreneurs working in the natural fibre sector in NER
2. Key informant interviews and discussions with the enterprise stakeholders
3. Management principles and Concepts from existing curriculum
4. Several exercises are adopted from Management theories and practice
5. Field visits and understanding the best practices and challenges
6. Test and infield assessment including participant /partner feedback.

# CURRICULUM OUTLINE ■

A CUSTOMIZED BUSINESS ENTERPRISE LEADERSHIP MANAGEMENT PROGRAM  
CURRICULUM FOR THE NATURAL FIBRE VALUE CHAIN IN NER

## MODULE I

Entrepreneurial Orientation:  
Strategy for competitive  
advantage

- Sectoral Analysis
- Entrepreneurial profiling
- Transformational Leadership
- Achieving Personal and Organizational Excellence
- Business Model Innovation
- Entrepreneurial competitiveness (Local, National, and Global)



## MODULE II

Entrepreneurial Management: Managing  
Funds, Value chain and ways of  
doing business (Enterprise Finance &  
Operations)

- Basics to Accounting
- Financial Statements
- Costing- Direct /Indirect
- Raising Capital
- Cash management and Budgeting
- Export Markets
- Value Chain Management
- Micro Finance, Micro-Entrepreneurship & Cluster Development
- Dynamic business model (Special emphasis on hyperlocal models)



## MODULE III

Module III: Entrepreneurial Marketing: Focusing on market orientation, network creation and branding

- Market orientation
- Market strategy & Planning
- Market co-creation and linkages
- Product development and strategy
- Product design and innovation
- Brand building strategy
- Marketing Communication
- Digital and social media marketing
- Rural Marketing



## MODULE IV

Enterprise Competencies: Entrepreneurial skills, Regulatory environment and support system

- Legal structures and Compliance
- Human Resource Development & management
- Schemes and Policies
- Stakeholder Management & Resources Mobilization
- Project management





# ENTREPRENEURIAL ORIENTATION:

## STRATEGY FOR COMPETITIVE ADVANTAGE

Entrepreneurial Orientation will introduce the participants to the rich resources of the eight states of the north eastern region along with the absolute and comparative advantages of these resources. The participants will be familiarised with the optimal utilisation of the resources to garner the maximum returns at the state, regional, national, and global markets. Knowledge of the socio – economic infrastructure of the region which serves as a foundation to any business activity will be a focal point of discussion. Challenges and opportunities of the fiber sector in the region will be dealt at length to equip the participants in achieving business excellence in this industry.

Entrepreneurial Profiling familiarises the participants with the definition, stages, and phases of entrepreneurship. It aims at building the entrepreneurial spirit and enthusiasm after getting insights into the experiences of successful entrepreneurs in general, and social entrepreneurs in particular. Examples of entrepreneurship creativity and innovation will be introduced to the participants to encourage new ideas and new products in the fiber market.

Business Model Innovation is the building of the business model to understand the vision and mission of the organisation. Business model answers crucial and critical questions and set a strong vision for the organisation. It also equips the participants to handle crises and spell out the key factors to success. The same would be discussed in length with participants.

This section also acquaints participants with real-time examples and exercises to show individualised consideration to followers by paying attention to and meeting the needs of followers. The leaders encourage and stimulate creative ideas to challenge the existing status quo and serve as role model for their followers. This allows them to identify with a shared organisational vision, and provide a sense of meaning and achievement.

Entrepreneurial Competitiveness prepares the participants to do business in local, national and global markets by understanding the micro and macro economic variables and the ease of doing business. The participants will be introduced to the different types of markets with different levels of competition, and steps to manage a downturn. The local and global opportunities of the fiber industry of the north eastern region will be studied in detail to explore new domains as well as to take it to newer and higher heights.

## TOPIC 1 : SECTORAL ANALYSIS

The program begins by focusing on the resource endowments in which the north eastern states are being blessed with. The participants will first have to understand the resource-based of the region, and how competitive advantage can be one of the best tools in building entrepreneurial activities. As Michael Porter writes, competitive advantage is vital for creating and sustaining superior performance.

Session 1 will familiarize the participants with the absolute advantage and comparative advantage as propounded by Adam Smith and David Ricardo respectively. The former talks about the advantages a community have in producing at a lower cost whereas the latter means the opportunity cost involved in producing different types of goods with limited resources. This section will also cover the socio-economic profile as well as challenges and opportunities of the region.

This session also emphasizes the broader sectoral understanding and workings of entrepreneurs in the given environment. It covers both an individual and organizational aspect for achieving managerial excellence and continuous innovation.



### OBJECTIVES

This session will familiarize the participants with the socio-economic profile of the north eastern states. Activity will be run to test the knowledge of the participants about the north east. This session will also deal with the fibre sector in the north east compared to the other regions and the world.



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker/  
Map of NER



### STEPS

- I. **Introduction to the socio-economic profile of all the eight states of NER. (15 minutes)**  
Participants would be asked about their views on socio-economic profile and discussion on how handicraft and handloom industry provide employment to a large section of the population.
- II. **The participants will be given a NER map to identify the comparative advantages of each state. (15 minutes)**

**ACTIVITY:** *Comparative advantage* is what a country produces at the least cost. A person has a *comparative advantage* at creating something if he can make it at a lower cost than anyone else. Each participant would be asked to illustrate state-wise comparative advantage in the production of natural fibre products, leading to specialization and trade.

- III. **Discussion on the challenges and opportunities of the Region. (15 minutes)**  
With understanding of attractive sectors, challenges and opportunities in each state with respect to physical, social and industrial infrastructure would be discussed.
- IV. **Presenting a smart economic model to the participants for observation and comments. (15 minutes)**  
Discussion on multiplier and accelerator theories to explain the overall economic activity and value creation with a view of maximizing profits.
- V. **Understanding the fibre sector in the Region by referring to the Loinloom Case Study ( 20 minutes)**  
Participants would be asked to identify the economic activities and attractive sectors that have potential for opportunities.
- VI. **Wrap – up session (10 minutes)**



#### **Exotic Echo, Nagaland - 'A Loinloom Makeover '**

*Loinloom festival in Nagaland aims to sustain indigenous craft traditions with intellectual property laws and train a new generation of women artisans. Exotic Echo invited weavers and textile enthusiasts from Ethiopia, Spain, Australia and France. In the fifth year, the focus shifted inward, with the bulk of the first day devoted to a discussion titled "Protection Of Indigenous Tribal Rights On Textiles And Handicrafts". Such organizations offer skill up-gradation and market linkages, build relationships with other North-Eastern states and focus on livelihood models with young and middle-aged weavers to sustain the craft. Therein lies the seed of hope.*

**Case Discussion Points:** Strengths, Weaknesses, Opportunities and Challenge

### KEY LEARNINGS

The participants will be introduced to the comparative advantages of resources that north eastern states are bestowed with. The participants can also learn from the given case study in how to handle challenges and opportunities and be successful weaver. A smart model will be presented to the participants in the class to understand the multiplier effect of economic activity. The model will push entrepreneurship enthusiasm, and thereby increase not only the per capita income of the entrepreneurs but also the national income.



#### **PRESENTATION**

Smart economic models,  
comparative advantage,  
Natural fibre sector



#### **RESOURCES**

- ✓ <https://www.livemint.com/Leisure/ko95VnuvtHqOS2tGHHZD0J/A-loin-loom-makeover.html>
- ✓ State Government's Publications

## TOPIC 2: ENTREPRENEURIAL PROFILING

Entrepreneurial Profiling is an instructional activity that enables the participants to understand the meaning of entrepreneurial spirit and how entrepreneurial qualities can help them fulfill their dreams and succeed in their business. It also talks about certain characteristics that differentiate the entrepreneurs from non-entrepreneurs. Entrepreneurial profile also includes building “entrepreneurial mindset” which helps the participants to assess the degree to which they are utilizing an entrepreneurial mindset, and provides resources to leverage that competitive edge. It is also essential to sustaining growth and innovation.



### OBJECTIVES

This session will introduce the participants to primary concepts of entrepreneurship and the role play by entrepreneurs in society. The session will also touch base on self – management, especially during times of crisis. Tools and classroom activities will be used to assess personal weaknesses and strengths.



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker/  
case handouts



### STEPS

(15 minutes each component)

- I. **Lecture on the four stages of entrepreneurship, followed by a classroom activity to identify the participants' stage.**  
*Entrepreneurship* is the ability and readiness to develop, organize and run a business enterprise, along with any of its uncertainties in order to make a profit. An *entrepreneur* is someone who organizes, manages, and assumes the risks of a business or enterprise. An entrepreneur is an agent of change. Four Stages of Entrepreneurship includes: Ideation, Decision Making and Business Planning, Project creation and Management & control.
- II. **Understanding the socio-economic entrepreneurship and the role played by social entrepreneurs in transforming societies by referring to case studies.**  
 Social entrepreneurship is the activity with an embedded social purpose. It innovatively exploits opportunities and creates social value and change by bringing together resources to meet social requirements and create strategies to solve social problems.

### III. Knowing self-entrepreneurial orientation.

Entrepreneurial orientation deals with entrepreneurial action specifically related to decision making and involves establishment of innovative patterns of economic behaviour.

#### ACTIVITY: ENTREPRENEURIAL SELF-ASSESSMENT

- Profile each participant and rate them on certain listed traits.
- Listing of weakest traits and list down goals for improvement.
- Review the results of the assessment with the social entrepreneur.

### IV. Entrepreneurial life cycle – Enterprise Challenges Workshop for integrating multidisciplinary expertise

Discussion on phases in the development of entrepreneurial ventures from creation to closure.



#### Case Study: Success Story of Aravind Eye Hospital (30 Minutes)

*The cornerstone of Aravind's high volume work is the outreach program that encourages the community's active involvement. To reach villages having no access to good eye care facilities, Aravind replicated Dr V's model of outreach eye camps organized with support from several compassionate and generous individuals in the community and non-governmental organizations. This case scenario and focus discussion would be around the following :*

1. *How can you build a partnership with the community?*
2. *How can you provide affordable and quality products?*
3. *How can you sustain your business?*

#### KEY LEARNINGS

The participants will be equipped with the essential characteristics and understanding the different stages of entrepreneurship. The participants will also be familiarized with the role plays by an entrepreneur and how his/her activities can have a huge socio-economic impact in the societies. The participants will also be taught in how to manage one – self especially during times of crisis.



#### PRESENTATION

Entrepreneurship -concepts and stages, community partnership, sustainable business



#### RESOURCES

- ✓ Aravind Eye Hospital IIMB Case  
- <https://fdi.aurosociety.org/management-by-consciousness/human-potential/compassionate-high-quality-health-care-at-low-cost/>

## TOPIC 3: TRANSFORMATIONAL LEADERSHIP

Transformational leaders have a huge influence. They can enable teams to grow and collaborate, to envision the future, to embrace change, and to achieve peak performance. This session will assist the entrepreneurs in developing true leadership characteristics that encourage and drive people to attain their greatest potential, preparing them to be the transformative leaders of the future.

### SESSION PLAN I: CONTEXT FOR TRANSFORMATIONAL LEADERSHIP



#### OBJECTIVES

Understanding the Context for Transformational Leadership



#### METHODOLOGY

Explanation/ Discussion/  
Case study



#### SESSION MATERIAL

White Board/ Marker



#### STEPS

- I: **Globalization and implications for leadership; Trends and challenges facing the leaders**  
Globalization's impact on global leadership, as well as the essential skills and techniques for effective global leadership. Global leaders require the leadership qualities and practices essential for leading effectively in a worldwide context to assist overcoming many of the challenges generated by globalisation.
- II: **Current and emerging views on leadership; Organizational reality through the articulation of vision by leaders**  
Highlight, how will future leaders be able to lead their companies through unknown and sometimes unforeseen global developments while delivering value to their investors, workers, partners, and customers? Emphasize the importance of vision, which should be communicated not only orally but also via the leader's actions and behaviour. This necessitates the leader's constant communication and reinforcement of the vision.
- III: **Transformational Leadership Assessment and Discussion on dimensions of Transformational Leadership**  
The exercise is intended to provide participants input on their preference for or comfort level with Transformational Leadership. Discuss in detail the dimensions of Transformational Leadership.

## ACTIVITY: INSTRUCTIONS /WORKSHEET

- **Objective:** To understand their own Transformational Leadership Dimension Score.
- **Materials:** Transformational Leadership Assessment (Adapted from Rafferty and Griffin's)
- **Process:** When you read and answer these questions, you can answer them for:

### Transformational Leadership Assessment (Adapted from Rafferty and Griffin's) : *Dimensions of Transformational Leadership: Conceptual and Empirical Extensions).*

VISION	<p><b>My leader or manager:</b></p> <ul style="list-style-type: none"> <li>* Has a clear understanding of where we are going.</li> <li>* Has a clear sense of where he/she wants our team to be in five years.</li> <li>* Has a clear idea of where the organization is going.</li> </ul> <p>Average Score</p>
INSPIRATIONAL COMMUNICATION	<p><b>My leader or manager:</b></p> <ul style="list-style-type: none"> <li>* Says things that make employees proud to be a part of this organization.Says positive things about the work unit.</li> <li>* Encourages people to see changing environments as situations full of opportunities.</li> </ul> <p>Average Score</p>
INTELLECTUAL STIMULATION	<p><b>My leader or manager:</b></p> <ul style="list-style-type: none"> <li>* Challenges me to think about old problems in new ways.</li> <li>* Has ideas that have forced me to rethink some things that I have never questioned before.</li> <li>* Has challenged me to rethink some of my basic assumptions about my work.</li> </ul> <p>Average Score</p>
SUPPORTIVE LEADERSHIP	<p><b>My leader or manager:</b></p> <ul style="list-style-type: none"> <li>* Considers my personal feelings before acting.</li> <li>* Behaves in a manner which is thoughtful of my personal needs.</li> <li>* Sees that the interests of employees are given due consideration.</li> </ul> <p>Average Score</p>
PERSONAL RECOGNITION	<p><b>My leader or manager:</b></p> <ul style="list-style-type: none"> <li>* Commends me when I do a better than average job.</li> <li>* Acknowledges improvement in my quality of work.</li> <li>* Personally compliments me when I do outstanding work.</li> </ul> <p>Average Score</p>

**Your leader:** In this case, answer the questions as they are written.

**Yourself:** In this case, there are two ways you should think about answering the questions:

**First:** Directly for yourself. Every time you see the prompt “My leader or manager,” change it to “I” or “me.”

**Second (and probably the most insightful):** For yourself as others would rate you. Every time you see the prompt “My leader or manager,” change it to “My team or those that I lead would say that I . . .”

Average the three scores in each category to come up with a composite score that provides a measure of your leader’s or your own transformational leadership behaviors across the five dimensions. In all categories, a higher score indicates stronger demonstration of transformational leadership behaviors. And as you’ll read below, the more we see transformational leadership, the more support we have to do the work and the better outcomes we get.

IV: **Closure/ Wrap up:** Explain the dimension of Transformational Leadership with few examples.

## KEY LEARNINGS

Transformational leaders show individualized consideration to followers by paying attention to and meeting the needs of followers. Transformational leaders stimulate ideas and creativity from followers by creating a safe environment to challenge the status quo. Transformational leaders have a vision that inspires and motivates followers to achieve important goals. Transformational leaders serve as role models for their followers, allow them to identify with a shared organizational vision, and provide a sense of meaning and achievement.



### PRESENTATION

Key Elements of leadership, assessment and dimensions of transformational leadership and example of transformational leader



### RESOURCES

✓ <https://www.northeastern.edu/graduate/blog/transformational-leadership/> Anthony, Scott, and Evan Schwartz. “What the Best Transformational Leaders Do.” *Harvard Business Review*. September 20, 2017. <https://hbr.org/2017/05/what-the-best-transformational-leaders-do>. Bishop

## SESSION PLAN 2: OVERVIEW OF LEADERSHIP WITH A FOCUS ON TRANSFORMATIONAL LEADERSHIP

Growth and change are inevitable, but leadership can inspire workers to embrace change by fostering a company culture of accountability, ownership and workplace autonomy, preparing you to be the transformative leaders of the future. Understanding leadership theories can shape individual. Transformational leaders inspire and motivate their workforce without micromanaging — they trust trained employees to take authority over decisions in their assigned jobs. It's a management style that's designed to give employees more room to be creative, look to the future and find new solutions to old problems



### OBJECTIVES

Understanding the Context for Transformational Leadership



### METHODOLOGY

Explanation/ Discussion/  
Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: **Traditional Theories and Transformational Leadership**  
Discuss the many leadership classifications, ideas, and definitions that may be found in contemporary literature. The Great Man theory, Trait theory, Process leadership theory, Style and behavioural theory, Transformational, Transactional, and Laissez Faire leadership theory are among the primary ideas that developed throughout the twentieth century. Give due consideration on the empirical evidence that transformational leadership is important in helping to elevate the effectiveness and efficiency within organizations.
- II: **Attributes and skills of the Transformational Leader, Elements of Transformational Leadership-Visioning, Critical and Strategic thinking**  
Discuss in detail about the attributes and skills of the Transformational Leader, Elements of Transformational Leadership-Visioning, Critical and Strategic thinking. For significant understanding, instructor can bring in examples of attributes.
- III: **Transformational Leadership vs Situational Leadership**  
Transformational leadership and situational leadership are both effective approaches to organizational leadership depending on the work environment and situation. Instructors need to emphasize the difference with appropriate example and situation.

**ACTIVITY: INSTRUCTIONS /WORKSHEET**

- **Objective:** To understand their own Leadership Skill.
- **Materials:** Leadership: Skills Inventory
- **Instructions:** Read each item carefully and decide whether the item describes you as a person. Indicate your response to each item by circling one of the five numbers to the right of each item.

**Key : 1= Not true; 2= Seldom true; 3= Occasionally true;  
4= Somewhat true; 5= Very true**

1	I enjoy getting into the details of how things work.						
2	As a rule, adapting ideas to people's needs is easy for me.						
3	I enjoy working with abstract ideas.						
4	Technical things fascinate me.						
5	Being able to understand others is the most important part of my work						
6	Seeing the big picture comes easy for me.						
7	One of my skills is being good at making things work.						
8	My main concern is to have a supportive communication climate.						
9	I am intrigued by complex organizational problems.						
10	Following directions and filling out forms comes easily for me						
11	Understanding the social fabric of the organization is important to me						
12	I would enjoy working out strategies for my organization's growth.						
13	I am good at completing the things I've been assigned to do.						
14	Getting all parties to work together is a challenge I enjoy.						
15	Creating a mission statement is rewarding work						
16	I understand how to do the basic things required of me.						
17	I am concerned with how my decision affect the lives of others.						
18	Thinking about organization values and philosophy appeals to me.						

- Process: Scoring The skills inventory is designed to measure three broad types of leadership skill: technical, human and conceptual. Score the questionnaire by doing the following. First, sum the responses on items 2,5,8,11,14 and 17. This is your human skill score. Third, sum the responses on items 3, 6, 9, 12, 15 and 18. This is your conceptual skill score.
- Total scores: technical skill \_\_\_\_\_ Human skill \_\_\_\_\_ Conceptual skill \_\_\_\_\_

IV: **Closure/ Wrap up:** Each participant would understand the strengths and weakness of their own as a leader.

### KEY LEARNINGS

Traditional Theories and Transformational Leadership; Attributes and skills of the Transformational Leader and Transformational Leadership vs Situational Leadership.

Each participant would understand the strengths and weakness of a leader.



#### PRESENTATION

Presentation: Different Leadership Theories, Transformative leadership, Elements of Transformational Leadership-Visioning and Situational Leadership



#### RESOURCES

- ✓ <https://www.tatatrusts.org/article/inside/tata-trusts-and-microsoft-partner-to-empower-the-indian-handloom-weaving-community>.

## SESSION PLAN 3: THE TRANSFORMATIONAL LEADER AND CHANGE

In business, people tend to use “transformation” and “change” as synonyms, blurring the differences between change management and transformational leadership. However, these concepts are not the same, and it is important to understand the end goals of each when attempting to implement change in your organization..



#### METHODOLOGY

Explanation/ Discussion/  
Case study



#### SESSION MATERIAL

White Board/ Marker



## STEPS

### I: The Leader's role in influencing change & Shaping the organizational culture to embrace the change.

We are living in exponential times, faced with constant change. This makes 'change' and Change Management an essential area of concentration in most organisations because change is instrumental to growth. Highlight the roles leaders may play as they drive change in your organization. Effective leaders recognize that change cannot happen unless they fulfill the roles that only those in authority can. Help participants to learn to enlist support and clarify the roles they need them to fill in their areas and in different situations.

### II: The role of insights in individual and organizational change & Techniques for leading change internally and externally

Discuss in detail the ideas, thoughts, and concepts about the individual's position in organisations that may help explain some of the failures and enhance the likelihood of effective change. Once the role of individual is clarified, introduce the participants about techniques for leading internally and externally.

### III: Managing resistance to change

Resistance to change is normal and expected, but what if we could eliminate at least half of the resistance encountered on a change initiative? The issue is not whether we will encounter resistance to change. We will. Instead, instructors should help participant to understand how we will support impacted people and groups through the change process and manage resistance to minimize the impacts. Some actionable tips should be suggested by instructor which are more action orientated. Presentation: Different Leadership Theories, Transformative leadership, Elements of Transformational Leadership-Visioning and Situational Leadership

## ACTIVITY: CHANGE READINESS ASSESSMENT

- **Objective:** To understand their change readiness
- **Materials:** Change Readiness Assessment
- **Instructions:** Each participant would be provided with Change Readiness Assessment sheet. You'll probably find you have higher scores on some traits and lower scores on others. This is typical of most profiles and indicates that some of your Change-Readiness traits are more developed than others.

**Scale: 1 = Not Like Me 6 = Exactly Like Me**

1	I prefer the familiar to the unknown	1 2 3 4 5 6
2	I rarely second-guess myself	1 2 3 4 5 6
3	I'm unlikely to change plans once they're set	1 2 3 4 5 6
4	I can't wait for the day to get started	1 2 3 4 5 6

5	I believe in not getting your hopes too high	1 2 3 4 5 6
6	If something's broken, I try to find a way to fix it	1 2 3 4 5 6
7	I get impatient when there are no clear answers	1 2 3 4 5 6
8	I'm inclined to establish routines and stay with them	1 2 3 4 5 6
9	I can make any situation work for me	1 2 3 4 5 6
10	When something important doesn't work out, it takes me time to adjust	1 2 3 4 5 6
11	I have a hard time relaxing and doing nothing	1 2 3 4 5 6
12	If something can go wrong, it usually does	1 2 3 4 5 6
13	When I get stuck I'm inclined to improvise solutions	1 2 3 4 5 6
14	I get frustrated when I can't get a grip on something	1 2 3 4 5 6
15	I prefer work that is similar and in my comfort zone	1 2 3 4 5 6
16	I can handle anything that comes along	1 2 3 4 5 6
17	Once I've made up my mind, I don't easily change it	1 2 3 4 5 6
18	I push myself to the max	1 2 3 4 5 6
19	My tendency is to focus on what can go wrong	1 2 3 4 5 6
20	When people need solutions to problems, they call on me	1 2 3 4 5 6
21	When an issue is unclear, my impulse is to clarify it right away	1 2 3 4 5 6
22	It pays to stay with the tried and true	1 2 3 4 5 6
23	I focus on my strengths not my weaknesses	1 2 3 4 5 6
24	I find it hard to give on something even if it's not working out	1 2 3 4 5 6
25	I'm restless and full of energy	1 2 3 4 5 6
26	Things rarely work out the way you want them to	1 2 3 4 5 6
27	My strength is to find ways around obstacles	1 2 3 4 5 6
28	I can't stand to leave things unfinished	1 2 3 4 5 6
29	I prefer the main highway to the backroad	1 2 3 4 5 6
30	My faith in my abilities is unshakable	1 2 3 4 5 6
31	When in Rome, do as the Romans do	1 2 3 4 5 6
32	I'm a vigorous and passionate person	1 2 3 4 5 6
33	I'm more likely to see problems than opportunities	1 2 3 4 5 6
34	I look in unusual places to find solutions	1 2 3 4 5 6
35	I don't perform well when there are vague expectations and goals	1 2 3 4 5 6

## SCORE SHEET

RESOURCEFULNESS	ADAPTABILITY	OPTIMISM	
6. _____	3. _____	5. _____	
13. _____	10. _____	12. _____	
20. _____	17. _____	19. _____	
27. _____	24. _____	26. _____	
34. _____	31. _____	33. _____	
Score _____	Total _____	Total _____	
	35 – Total = Score	35 – Total = Score	

ADVENTUROUSNESS	TOLERANCE FOR AMBIGUITY	PASSION/DRIVE	CONFIDENCE
1. _____	7. _____	4. _____	2. _____
8. _____	14. _____	11. _____	9. _____
15. _____	21. _____	18. _____	16. _____
22. _____	28. _____	25. _____	23. _____
29. _____	35. _____	32. _____	30. _____
Total _____	Total _____	Score _____	Score _____
35 – Total = Score	35 – Total = Score		

- Process:** Add the scores for the questions in each category as indicated below. Note that in some cases the total must be subtracted from 35 to get the score for that trait.

V. **Closure/ Wrap up:** Each participant would understand their change reediness

## KEY LEARNINGS

Key learnings: When you take a close look at transformational leadership vs. change management, you can see that transformation is really about a shift in culture, while change is about a shift in the approach to work. Changing and transforming an organization are never easy, but it is important to have the right leaders and influencers in place.



## RESOURCES

- ✓ <https://richtopia.com/effective-leadership/transformational-leadership/>
- ✓ <https://business.fiu.edu/pdf/printfebruary2013/transformational-leadership.pdf>

## TOPIC 4: ACHIEVING PERSONAL & ORGANIZATIONAL EXCELLENCE

Every business needs a list of clearly articulated company goals to give team members an idea of how to choose their personal goals. At the individual level, any goal you set at work should ladder up to one of the company's stated higher-level goals. By aligning company goals with employee (or personal) goals, an organization can be more productive throughout the year.

### SESSION PLAN 1: ALIGNING PERSONAL AND ORGANIZATIONAL GOAL FOR SUCCESS.



#### OBJECTIVES

Session Objectives: Discuss what a vision is and why it is essential to have vision for the future and link personal and organizational goals for success.



#### METHODOLOGY

Explanation/ Discussion/  
Case study



#### SESSION MATERIAL

White Board/ Marker



#### STEPS

**I: Setting Goals & SMART Goals for my Work Vision (30 Minutes)**

Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality. The process of setting goals helps you choose where you want to go in life. Instructor need to emphasizes what one wants to achieve and knows where to concentrate efforts. Discuss in details, how to set SMART goals with examples

**II: Creating Vision Webs (30 Minutes)**

Start with how to create own vision statement, and why each part of the process matters. Vision boards are visual representations of the goals you want to achieve. Instructor can use intuitive vision boards as source of guidance for individual. Use images that show what your life will be like when you accomplish the goals. For example, it could create one that shows where you want to be after one week, one month or one year and interrelation.

**III: Talk: Visions and Structural Conflict (30 Minutes)**

Explain that there can be conflicts that make it difficult for us to reach our vision; Discuss situations in which one might feel powerless.

### ACTIVITY 1 (A): SETTING GOALS

- **Objective:** To create goal for my Work Vision
- **Materials:** Not required
- **Instructions:** Follow the Activity Sheet.
  1. The next step is to set big goals for achieving our visions. Goals are the framework to creating action steps to reach a vision. One of the most valuable skills for leaders is believing in new possibilities and getting others to believe those are possible as well. It is important to set big goals. Of course, the first steps should be small and realistic but think big—in a way that excites and energizes you.
  2. Ask participants to lie on the floor (or sit in their chairs if more appropriate) and imagine the vision they chose for work. Ask: what does your business look like? What do you look like? Now, think about how to get from the current reality to this vision. What needs to change?
  3. Goals should be SMART (Specific, Measurable, Achievable , Relevant, Time Bound)

### ACTIVITY 1( B): SMART GOALS FOR MY WORK VISION

1. Have participants reflect on their visions for work. They should go back to their vision web and think about their work vision.
2. Each participant should brainstorm, with a partner, two SMART goals that help complete her work vision.
3. Each participant should then use the SMART worksheet in their participant packets to write down or draw images that help her remember one of her SMART goals.
4. Participants should then share with their partner.

### ACTIVITY 2: CREATING VISION WEBS

Having many visions doesn't mean you figure out exactly what you want to do in the future right now. But, it does mean that you start the process of actively discovering what you want to do for yourself, for your family, and for your community. Instead of waiting around for an opportunity or interest to fall into your lap, you should actively search inside and around yourselves for your personal visions. That way, when you are making choices from day to day, you are not lost or waiting for the world to happen to you. When you have visions, you know what you want and you make things happen.

Now it's time to create your vision webs. Your vision web should include different visions you have for different areas in your life. If you have many visions for each area, feel free to list them. As you start to gain experience in your different areas of interest, the vision might change. The web just helps us write down all the different visions. Start thinking about what you would put in your own vision web.

In creating visions for your business, think about the business visioning activity done earlier. Now, brainstorm on your business brainstorm sheet by asking yourselves the following questions:

### In five years:

- What do I want my business to look like? What am I doing every day?
- How much money am I making?
- Where am I selling the product or providing a service?
- Who am I selling products to or providing services to? How many people?
- Do I have an office? Do I have employees?
- What am I good at now? What skills do I have?

### In groups of two or three, share your visions for work based on your answers to the questions.

- Was it difficult to formulate your visions? Why or why not?
- Do you imagine that your visions may change over time? Why or why not?
- How did you feel when you heard the visions of others in the group?
- Why is it important to put your vision(s) in writing and/or to articulate your vision(s) aloud to others?
- Was it hard to formulate your work vision?
- What do you need to know, or what additional skills would you like to have or need to practice to get to this vision?

IV: **Closure/ Wrap up:** Each participant would understand smart goal setting process and vision web.

## KEY LEARNINGS

Key learnings: Goal alignment is critical for an organization's success. It ensures that each person within your organization can see the direction for the company and know how their job fits in with the big picture. To achieve goal alignment in an organization, the strategic goals and objectives must first clearly communicate across the entire company. With everyone working together towards the same objectives, the company can efficiently execute their strategy.



### PRESENTATION

Smart Goals, Vision webs,  
Visions and Structural  
Conflict



### RESOURCES

- ✓ <https://www.inc.com/heidi-zak/how-to-align-your-personal-goals-with-organizational-goals-excel-at-work.html>
- ✓ <https://onpointglobal.com/articles/5-ways-to-align-employees-personal-goals-with-company-goals/>

## SESSION PLAN 2 : MANAGING STRESS AND LEARNING FROM ENTREPRENEURIAL FAILURES

Session Objectives: Understand that stress is a positive, unavoidable part of everybody's life and recognize the symptoms. Identify those situations that lead to stress and Create an action plan for work, home, and play to help reduce and manage stress.



### OBJECTIVES

Explanation/ Discussion/  
Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: **Understanding Stress and its Affects on us; Creating action Plan and Managing Stress. (30 Minutes)**  
Brief discuss what is stress? How does it affect your overall health? And what can you do to manage your stress? Emphasis on how to manage the stress with actionable tips.
- II: **Activity 1 & 2 (30 Minutes)**  
Follow the activity sheet
- III: **All Entrepreneurs Fail: How to Use Failure to Your Advantage**  
Start with why one failure is also important. Highlight the learning from one's mistake and how one can be better next time is one of the hardest parts of failing. Failures of all sizes provide a valuable benefit -- they help to develop an entrepreneurial mindset that allows us to keep pushing forward. Discuss the step to converts failure and use it for one advantage.

### ACTIVITY 1: STRESS INVENTORY

Rate each statement as it applies to you on a scale of 1 to 5 with a 1 meaning never, 2 rarely, 3 sometimes, 4 often, and 5 always.

SCORE	STATEMENT
	I am unclear about what is expected of me.
	My co-workers seem unclear what my job is.
	I have differences of opinion with my superiors.
	The demands of others for my time are in conflict.
	I lack confidence in management.
	Management expects me to interrupt my work for new priorities.

SCORE	STATEMENT
	Conflict exists between my unit and others it must work with.
	I get feedback only when my performance is unsatisfactory.
	Decisions or changes that affect me are made without my knowledge or involvement.
	I am expected to accept the decisions of others without being told their rationale.
	I have too much to do and too little time in which to do it.
	I do not have enough work to do.
	I feel overqualified for the work I actually do.
	I feel under-qualified for the work I actually do.
	I have unsettled conflicts with my co-workers.
	I get no support from my co-workers.
	I spend my time fighting fires rather than working according to a plan.
	I do not have enough supervision (too much or too little).
	I do not have the opportunity to use my knowledge and skills.
	I do not receive meaningful work assignments.
	I feel that it is hopeless to change the system.
	My pay is too low.
	My department or agency lacks enough funds to accomplish its goals.
	I have too much paperwork for me to do an effective job.
	It seems like I have to make all the decisions around the office.
	I feel exhausted even when I get enough sleep.
	I get angry or irritated easily.
	I worry at night and have trouble sleeping.
	I have recurring headaches, stomach aches, or lower back pain.
	I find it difficult to unwind at the end of the day.
	I find it difficult to empathize with clients about their problems.
	I tend to categorize clients rather than listen to their individual needs.
	I generally seem to express negative attitudes.
	I have been increasing my use of tobacco, drugs, or alcohol.
	I find that I am always watching the clock.
	TOTAL

**Scoring :If you scored,**

- Below 35: You are in good shape and show almost no job stress.
- 36-70: You show a low amount of job-related stress and are not likely to burn out.
- 71-105: You are under a moderate amount of job-related stress and have a fair chance of burning out.
- 106-140: You express a high amount of job-related stress and may have begun to burn out.
- Over 140: You show an excessive amount of job-related stress and probably are in an advanced phase of burnout.

**Finding Some Solutions**

ITEM WITH HIGH RATING	SOLUTIONS

**ACTIVITY 2 VISUAL IMAGERY AUDIENCE:  
ACTIVITY CAN BE ADAPTED FOR ALL LEVELS**

- **Purpose:** Students learn the process of visual imagery as a technique to help themselves calm down
- **Materials:** No materials needed
- **Content:** The teacher leads students through the process of visual imagery as a relaxation technique

**Instructions:**

1. Students sit comfortably for this activity
2. Use a calm, low, slow voice and give sufficient time between each visual suggestion for students to “ease” into the vision and “see” each step
3. Create your own visual scenario appropriate to students’ age, experience and interest.
4. **Example:** Close your eyes. “See” in your mind’s eye a beautiful beach. The sun is shining warmly, the breeze coming from the ocean is soft and warm, palm trees are overhead, and a few seagulls circle about. Imagine walking barefoot in the warm sand, feel your feet sink in the sand with each step. Walk toward the water’s edge and let the water roll over your feet. Jump in the water; it is warm, gentle and very refreshing. Come out of the water and walk to your big beach towel, lay down and relax. Rest for a while in all the peace and beauty surrounding you. Imagine how it looks, how it sounds, how it smells. Breathe in deeply the warm ocean air, stay as long as you like.

5. When you are ready to leave, go to the edge of the water and throw in anything that has been bothering you, anything you wish to be rid of in your life, anything you are feeling sad or angry about, anything you worry about (e.g. problems at home, violence in your neighbourhood, bullies, death of a loved one, issues with friends). Picture it as a big rock, a chain, a heavy bag over your shoulders, or any image that helps you see it as undesirable. Throw it in the ocean as far as you can. Watch it sink and get taken by the waves. When the “visit” is done, be thankful for the release of the burden, the problem, the worry; then walk peacefully back through the warm sand and take a rest on your beach towel.
6. Practice this imagery in class for 10-20 minutes, depending on the level
7. Allow time for students to debrief and share about where they went in their visualization and what they felt about the experience/technique. This can be done in pairs, small groups or sharing with the whole class.

IV: **Closure/ Wrap up:** Allow time for students to debrief and share about where they went in their visualization and what they felt about the experience/technique. This can be done in pairs, small groups or sharing with the whole class.

### KEY LEARNINGS

Key learnings: Goal alignment is critical for an organization’s success. It ensures that each person within your organization can see the direction for the company and know how their job fits in with the big picture. To achieve goal alignment in an organization, the strategic goals and objectives must first clearly communicate across the entire company. With everyone working Objective: To create goal for my Work Vision.



#### PRESENTATION

Managing stress, creating action plans, learning from failures



#### RESOURCES

✓ <https://www.verywellmind.com/stress-management-4157211>

### SESSION PLAN 3: SELF-TRANSFORMATION (INNER CIRCLE AS A TOOL)

When we typically think of change, we usually think of altering something tangible and relatively easy to do. We rush to change the color or style of our hair, our clothing, the car we drive, the place we live, the job we have, or the food we usually eat. However, what about REAL change – the kind of change that has a profound impact not only in your life, but in the world around you? A genuine change is something we call Self-Transformation.



## OBJECTIVES

This module introduces transformation, reasons for transformation, its importance and the processes involved in changing from a negative to a positive way of life and identity.



## METHODOLOGY

Explanation/ Discussion/  
Case study



## SESSION MATERIAL

White Board/ Marker



## STEPS

### I: Talk: How your inner circle determines who you are (30 Minutes)

Start with how circle will greatly influence who one is, what one do, and how you seek your goals. How do relationships influence your sense of success and contentment? There are certain roles that ideally are present in an inner circle. Discuss the role of inner circle and how inner circle play a role of determinant who one is.

### II & III: TREE OF LIFE: Allow participants to reflect on their lives and their selves (Activity) (60 Minutes)

The “Tree of Life” is an exercise based on the idea of using the tree as a metaphor to tell stories about one’s life. Participants are invited to think of a tree, its roots, trunk, branches, leaves, etc, and imagine that each part of the Tree represents something about their life (use activity sheet).

## ACTIVITY: 1 INSTRUCTIONS /WORKSHEET

### WHAT KIND OF PEOPLE ARE IN YOUR TOP FIVE?

If you spend a lot of your time at work, then it’s likely several members of your top five are co-workers. The people you spend time with the outside of work, such as your family and friends, fill in any gaps.

#### What are these people like?

- For instance, do they tend to be more optimistic or more pessimistic?
- Are they supportive of your goals and ambitions, or do they more often “bring you back to reality”?
- What values are important to them?
- Do they represent the kind of person that you would like to become?
- How do you feel when you spend time with them?
- When you’re hanging out with your top five, do you feel inspired and uplifted? Or do they leave you feeling drained?
- Do they challenge you to grow as a person, in your career, or in your relationships? Or do they leave you feeling stuck?
- Do these relationships support you? Or leave you feeling depleted?
- Do the people in your top five impacts you positively?

## ACTIVITY 2: TREE OF LIFE

1. Explain that trees have universal meaning in many cultures and represent “life.” This exercise will use the image of a tree, and it is meant to help the participants reflect on their own lives so they can better understand how they became the women they are today and how they can continue to grow in the future.
2. One can also use the analogy of a plant—one that has roots, a stem, fruits/flowers, and buds. You may want to have a small plant to use as a display for the group.
3. Have participants open their participant packets to the drawing of the tree with roots, a trunk, fruits, and buds. Use one yourself to illustrate the instructions.
4. Present a flip chart with the following instructions on how to label the different parts of their personal trees of life. Read through each bullet point as mentioned in Instructor Handouts.

IV: **Closure/ Wrap up:** The Tree of Life activity calls for a celebration. How this celebration takes place may vary, depending on the local culture and age of the participants. In all situations, however, it is important to include a small ritual and to honour the participants’ knowledge, hopes and dreams as well as their special connections to others.

### KEY LEARNINGS

Key learnings: Self-transformation can look different to each person, so the how-to may not be as critical as the “why”, because often, people refuse to recognise that they must take that first step. Change will always be constant, but we cannot remain the same if we want new results in our lives and careers. Self-transformation is an everyday choice you can make to develop yourself and open up to new opportunities.



#### PRESENTATION

Self transformation



#### RESOURCES

- ✓ <https://sourcesofinsight.com/self-transformation-the-most-powerful-way-to-get-unstuck/>
- ✓ <https://www.hexotica.com.au/self-transformation/how-to-start-a-self-transformation-journey-that-will-lead-you-to-your-dreams/>

## TOPIC 5: BUSINESS MODEL INNOVATION

Business model innovation is the development of new, unique concepts supporting an organization vision and mission, and the processes bringing those concepts into fruition. The business model is such that the existing firms in the market still remain competitive. Products of the old firm still take up enough market share to be competitive enough. The term business model refers to a company's plan for making a profit. It identifies the products or services the business plans to sell, its identified target market, and any anticipated expenses. A business model should answer important questions about your business and set out a strong vision for the business. The key components of a business model includes target customers, the market, organization strengths and challenges, essential elements of the product, and how it will be sold



### OBJECTIVES

In this session, the participants will be introduced to the content of a business model and also how to prepare it. The participants will also be equipped with how to handle a business crisis and how to react to it. They will also be challenged with business models to succeed in highly technical and digitalized markets.



### METHODOLOGY

Explanation/ Discussion/  
Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- i. **What is the business model? And how to prepare it? (15 Minutes)**  
A business model is an outline of on how your business creates, delivers and captures value. It comprises of key components that includes business goals, products/ services, demand and delivery model.
- ii. **Discussion on shared innovative practices on how to scale up? (15 minutes)**  
Before sharing the innovative practices delivered by business, it is important for each participant to think about their business model. More specific discussion on business plan and achieving business goals would be taken up in business model canvas.
- iii. **What happens if the business model fails, and how do you find alternative business plans and blended models? (15 minutes)**  
An understanding of past experiences and collective thinking for new improvements for creating a new model by altering your current business

model in four broad categories: by changing the mix of products or services, postponing decisions, changing the people who make the decisions, and changing incentives in the value chain.



### **Case Study: Female Entrepreneurship and Success Story of Lijjat Papad (45 minutes)**

*Lijjat Papad followed unique business development strategies which benefitted women across the country and helped them in improving their financial condition. Isn't it inspiring to know that just with a capital of INR 80 if they could set up Rs. 800 crore business, why can't we do any of such things? Why can't we let the women of our houses work and earn? This case would discuss the following key areas -*

1. *What are the mission and vision of the organization?*
2. *How to export?*
3. *How to distribute profits?*
4. *How to be driven by values?*
5. *What are the key factors to success?*

### **KEY LEARNINGS**

Key Learnings: The participants will learn about the significance of a business model and how to prepare it. They will be taught about the different stages of a business or trade cycle and how to manage them effectively. The participants will be challenged in coming out with their own innovative ideas for scaling up as well as dealing with the recession. Above all, the participants will learn about the successful business model of the women of Lijjat Papad.



#### **PRESENTATION**

Entrepreneurial Management,  
Lijjat Papad



#### **RESOURCES**

Case study material (45  
minutes)

## TOPIC 6: ENTREPRENEURIAL COMPETITIVENESS (LOCAL, NATIONAL AND GLOBAL)

Entrepreneurial competitiveness refers to the ability to withstand competition in the market. In the case of business competitiveness, we can define it as the ability of organizations to produce goods or services with a favourable quality-price ratio that guarantees good profitability while achieving customer preference over other competitors. Competitiveness also refers to the ability and skills to stay in the market and selling similar products and services with the goal of achieving revenue, profit, and market share. Competition can also help businesses identify consumers' needs and then develop new products or services to meet them. Competitiveness in entrepreneurship means an advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and service that justifies higher prices.



### OBJECTIVES

To understand the competitive ecosystem and internal firm factors. This session will equip the participants with the economic factors and variables related to entrepreneurship. The participants will be introduced to the economic concepts and applications that each entrepreneur needs to be aware of. The global aspects of entrepreneurship will also be dealt in this session, with a focus on the potentials of the fibre sector in the north east.



### STEPS

**(15 minutes , each component)**

- I. **Understanding the micro and macro-economic variables affecting entrepreneurship.**  
Understanding various technological, organizational and environmental factors that impact enterprise performance
- II. **Introduction to different forms of markets with different levels of competition.**  
Study your market size and your competitor's businesses
- III. **Understanding demand, supply, costs, revenue, and profit.**  
In a market, the quantity of a commodity demanded by the consumer or supplied by the producer depends on its price. This section would discuss amount spent for the production with revenue generated once commodity produced is sold.
- IV. **How to manage downturn?**
- V. **Global aspects of entrepreneurship, and in particular the local and global opportunities of the fibre industry in the NER.**

Explain the participants about the business opportunities at local and global level and to make them think about what key features and benefits the customers would like or would be attracted to in their product offerings.

**VI. Class activity in how to handle the trade cycle of entrepreneurship.**

Discussion by using the case of co-operative entrepreneurship



**Case Study: Success story of Co-operative Entrepreneurship in Anand (NDDB)**

*This case discusses the performance and processes for the cooperatives with special emphasis on quality-conscious aspects for strengthening cooperative business*

**ACTIVITY: KNOW THE TRADE CYCLE OF ENTREPRENEURSHIP**

- Learnings from the word ENTREPRENEURSHIP
- Identifying the inherent problems and solutions of the fibre sector in NER
- Classroom activity/debate to combat the missing points and the lacunae in the fibre and textile industry.
- Sharing of success and failure learnings by the participants.

**KEY LEARNINGS**

The participants will be equipped with the basic concepts of micro, macro and global economic variables and their relationship. The participants will also learn about how to minimize cost and maximize profits as well as the significance of good investment. The session will also expose the participants to the global aspects of entrepreneurship. By doing the review of the four books, the participants will learn more about the practicability of entrepreneurship and how to be a successful entrepreneur.



**PRESENTATION**

Challenges of Entrepreneurship, Managing Downturn , Global aspects of Entrepreneurship



**RESOURCES**

- ✓ *A Detailed Analysis of Anand Milk Union Limited (Amul) in India* - [https://www.worldwidejournals.com/indian-journal-of-applied-research-\(IJAR\)/recent\\_issues\\_pdf/2014/February/February\\_2014\\_1391259424\\_a81fc\\_177.pdf](https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/recent_issues_pdf/2014/February/February_2014_1391259424_a81fc_177.pdf)
- ✓ *National Dairy Development Board* - <https://journals.sagepub.com/doi/pdf/10.1177/0256090919960205>



# ENTREPRENEURIAL MANAGEMENT

## MANAGING FUNDS, VALUE CHAIN AND WAYS OF DOING BUSINESS (ENTERPRISE FINANCE & OPERATIONS)

Entrepreneurial Management focuses on the financial aspect of the organisation and understanding how the funds can be managed better for the overall functioning. It helps in understanding handling funds, managing crisis and value chain to understand existing operations and execute best practices for sustainable business development.

The module covers the concept of book keeping, the basic accounting terms such as expense, revenue, assets, liabilities, cash and profit, the process of book keeping and the importance of recording those transactions. And learn how to apportion the overhead costs based on the specific conditions entrepreneurs face in their business. The module also covers real-time situations so that participants can identify the cluster of costs, group costs and calculate unit costs. They will be able to capture cost behaviour. The participant will learn to assign a reasonable nominal cost for their resources.

Another focus of this module is how to prepare the business proposal to raise capital. The entrepreneurs are required to prepare a business proposal. They will document the competitive environment, availability of raw material, the risk associated and prepare an executive summary for raising any form of capital.

The module also focuses on strengthening the product line to increase revenue—the risk of loss of market to competitors and the right time to go public. The participants will learn to explore the various alternatives to deal with cash strained situations. The participants will learn the formalities related to registration with appropriate agencies. Participants will be made aware of the advantages of visiting Trade fairs. The participants will learn the importance of diversifying product portfolio for cash generations.

The module also focuses on Value Chain Management. Value Chain Management is key to optimising business operations and maximising profit. Companies can optimise value for themselves, their vendors and their end customers when they effectively manage the flow of production and sales from inbound logistics to operations, outbound logistics, marketing, and sales and service. The participants will learn Linkage Building and reach out plan for microfinance and procedures for Emergency Loan. Create cash reserves for the crisis.

## TOPIC 1: BASICS OF ACCOUNTING

Accounting concepts are the basic rules, assumptions, and conditions that define the parameters and constraints within which the accounting operates. In other words, accounting concepts are the generally accepted accounting principles, which form the fundamental basis of preparation of universal form of financial statements consistently.



### OBJECTIVES

To introduce the concepts of basic Accounting



### METHODOLOGY

Explanation and Case study



### SESSION MATERIAL

Session Material: White Board/ Marker



### STEPS

- I: Engage participants in the discussion to learn the concept of business entity (15 Minutes)**

The business entity concept means that the business is a separate legal entity. For accounting purposes, a company/business firm is considered as an entity separate from its owners/promoters (*known as Principle of Separate Entity*). The business entity concept implies that the transactions associated with a business must be separately recorded from those of its owners or other businesses

### ACTIVITY:

- Kindly write your name and the name of your firm (5 Minutes)
- Ask the participants the difference between an Individual and a business legal entity (10 Minutes)
- How much cash you had the previous week?
- How much was the profit last week?

- II: Explain the concept of Business Legal Entity and Going Concern (10 Minutes)**

For accounting purposes, a company/business firm is considered as an entity separate from its owners/promoters (*known as Principle of Separate Entity*). This principle requires that every business transaction is to be

viewed from the perspective of the firm and *not from the point of view of owners*. It is for this reason, therefore, that the capital represents liability for the company (conceptually, company has obligation to pay back to the owners). In absence of this principle, we shall be constrained to determine true income (or loss) of a business firm as there will be no record either of capital bought in by the owner(s) or withdrawals (in cash off and on) made by them.

Going Concern concept implies that the firm will continue to operate in the foreseeable future. The operational implication of this assumption is that assets are not shown in balance sheet at their realisable market value (which implies liquidation value). Instead, valuation of assets is with reference to the value of the goods/services they are likely to produce/render in future years to come.

### **Explain the meaning of book keeping (10 Minutes)**

Book-keeping is the process of recording the financial transactions of a business on a regular basis. With proper bookkeeping, business entities are able to track all information on their books to make key operating, investing, and financing decisions. Accounts are the building blocks of any accounting system and book keeping.

### **Explain the meaning of Accounts (5 Minutes)**

An Account is an individual record of increases and decreases in an item of interests.

**ACTIVITY:** Worksheet to be provided

### **III: Case Discussion (30 Minutes)**



#### **Case study: Ribbon Bow's**

*The case deals with a lady, Sunita started the business supplying the decorative material. The business is profitable with no cash. The case would be shared before the session.*

*Write the concluding points on white board (5 Minutes)*

### **KEY LEARNINGS**

The participants will learn the concept of book keeping. Participants will be introduced to the basic accounting terms such as expense, revenue, assets, liabilities, cash and profit



#### **PRESENTATION**

business as a legal entity,  
book keeping, accounts  
concept



#### **RESOURCES**

Reading material

## TOPIC 2: INTRODUCTION TO BOOK KEEPING

Bookkeeping involves the recording, on a regular basis, of a company's financial transactions. With proper bookkeeping, companies are able to track all information on its books to make key operating, investing, and financing decisions.



### OBJECTIVES

To understand the importance of book keeping



### METHODOLOGY

Explanation/ Discussion and role-playing



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Explain the meaning of book keeping (10 Minutes)

Bookkeeping is the process of recording financial transactions of a business on a regular basis. With proper bookkeeping, business entities are able to track all information on their books to make key operating, investing, and financing decisions. Accounts are the building blocks of any accounting system and book keeping.

#### Explain the meaning of Accounts (5 Minutes)

An Account is an individual record of increases and decreases in an item of interests.

#### II: Concept of Journal

### ACTIVITY:

- Participants will be divided into groups to execute transactions among themselves. They will be exposed to recording the transactions and the process of recording the transactions in the role of buyers and sellers.
- Engage the participants by asking them to write the first instance of recording the transaction in their business (10 Minutes)
- Discuss and introduce the concept of the journal: the first point of recording the transaction. (10 Minutes )

### III: Concept of Ledger

#### ACTIVITY:

- Ask participants to classify the transaction into similar types. (10 Minutes)
- Discuss and bring the concept of a ledger. (15 Minutes )

Ledger accounts and cash books help us to maintain a comprehensive record of transactions of similar nature at one place. Every transaction will have two effects, namely Debit and Credit. Hence, the same transaction will be recorded on the debit side of one account and credit side of the other. This system of accounting is called Double Entry System of Accounting

#### III: Various type of Accounts

Discuss various types of accounts. (45 Minutes)

Account is the presentation the transactions undertaken by the business in respect of persons/other entity/items in their representatives and things.

For instance, when a business enters into transactions with suppliers or customers, both suppliers and customers act as separate accounts.

Similarly, business purchasing tangible items like plant, machinery, land, building etc treats each of the tangibles as individual accounts. Such accounts are related to things.

Thus, whenever a business undertakes transactions, it must identify the accounts involved and then apply the requisite accounting standards and golden accounting rules to record such transactions.

#### KEY LEARNINGS

The participants will learn the process of book keeping and the importance of recording those transactions.



#### PRESENTATION

Journal, Ledger, Types of accounts

### TOPIC 3: CONCEPT OF TRADING ACCOUNT AND TRIAL BALANCE

Trial balance is the steppingstone for preparing all the financial statements such as Trading and Profit & loss account, balance sheet etc. Using the trial balance, all the income and expenses related ledger accounts are compiled to create Profit and loss account and rest are used for preparing a balance sheet.



#### OBJECTIVES

To study important aspects of Trading account and Trial balance



#### METHODOLOGY

Discussion/ Exercise



#### SESSION MATERIAL

White Board/ Marker



#### STEPS

##### Exercise:

Group the participants in customers/ buyers/Sellers and suppliers. Engage them in transactions. Identify the transactions and note on the Board

#### I: Concept of Trading Account/Trial balance (30 Minutes)

Trial Balance is a comprehensive record of all the ledger balances of a company. All the debit balances are recorded in the “Debit Side” and all the credit balances are recorded on the “Credit Side”. Both these columns need to match to ensure zero errors in reporting the transactions. Balances relating to assets and expenses are presented in the left column (debit side) whereas those relating to liabilities, income and equity are shown on the right column (credit side).

#### II: Type of Assets and Liabilities (40 Minutes)

- Assets are valuable resources owned by the firm and liabilities are obligations payable by it. Liabilities are sources of financing assets.
- Assets are broadly classified in 4 major groups: (i) Fixed assets/Long-term assets, (ii) Investments, (iii) Current Assets and (iv) Other assets (shown under the title of miscellaneous expenditures)
- Long-term assets are acquired in the business to produce goods or render services; these assets are not intended to be sold. They are of two types: (i) Tangible assets, having physical existence, such as land and buildings, plant and machinery, and (ii) Intangible assets, having no physical existence, such as patents, trade-marks and copy-rights.
- The yearly charge on account of use of tangible assets is referred as depreciation and for intangible assets, amortisation.

- In B/S, long-term assets can be shown either on Gross Block Basis (i.e., Assets are shown at Original Cost; depreciation is to be accumulated separately in the account called, Accumulated Depreciation) or Net Block basis (when assets are shown straight net of depreciation). Effective amount of asset shown in B/S remains the same in both the methods.

## KEY LEARNINGS

The participants will be exposed to various types of accounts, Concept of Trading account and Trial balance.



### PRESENTATION

Trading Account/Trial balance,  
Assets & liabilities



### RESOURCES

Worksheets will be given



## TOPIC 4: INTRODUCTION TO FINANCIAL STATEMENTS

Financial statements are written records that convey the business activities and the financial performance of a company.



### OBJECTIVES

To learn the process for creating and maintaining financial statements



### METHODOLOGY

Discussion



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Types of Financial Statements (30 Minutes)

The financial statements, namely, Statement of Profit and Loss, Balance Sheet and Cash Flow Statements, of a business firm contain substantial and extremely useful information about its financial health. This vast set of information may also be useful to the management for judging business firm from all perspectives such as:

- (i) The firm should be able to pay short-term maturing obligations as well as long-term maturing obligations as and when they become due
- (ii) It should make available a satisfactory rate of return on investments made by shareholders
- (iii) Above all, management should ensure that every resource/asset at its disposal is efficiently utilised.

#### II: Profit and Loss Account/ Income Statement (30 Minutes )

Profit & Loss (abbreviated to P&L) Account/ Statement of profit and loss reports the revenues and expenses of a firm of an accounting period. In broad terms, *Revenues*, as the name suggests, are incomes which mainly accrue to the firm either by the sale of goods and services or by investing the resources of the firm outside. In contrast, *Expenses* are costs incurred in realising/earning revenues. Thus, P&L Account is concerned with matching of the revenues of a certain specified period with the expenses of that period; more is the accuracy of this matching procedure/system, more correct is the income determination. In other words, preparation of profit and loss account is based on *Matching Principle*.

P&L A/C (also known as income statement) reports the results of operations of a firm in terms of net income/profit during a specified period of time.

### III: Balance Sheet (30 Minutes)

Balance sheet is an important financial statement of a business firm, providing information about its resources (assets owned) and corresponding sources/obligations (owners' equity and liabilities payable) at a particular point of time, say March 31. It is like a still photograph/snapshot of a moving picture as far as financial position of business firm is concerned.

Balance Sheet has two sides - liabilities payable and assets owned. The total of these two sides is always equal. Balance sheet is always with reference to a point of time (say 31st March). Therefore, it is a snapshot of financial position of a firm at a specific date in terms of assets owned and liabilities owed. Whereas income statement indicates profits earned (or loss suffered) during the accounting period.

#### ACTIVITY:

Worksheet to be given for the following activities (short note on key terms below, its calculation & relevance )

Assets are broadly classified as (i) Fixed assets/Long-term assets, (ii) Investments, (iii) Current Assets

Fixed assets are long-term assets which are acquired in the business to produce goods or render services; these assets are not intended to be sold. They are of two types: (i) Tangible assets, having physical existence, such as land and buildings, plant and machinery, and (ii) Intangible assets, having no physical existence, such as patents, trade-marks and copyrights. The annual charge on account of use of tangible assets is referred as depreciation and for intangible assets, amortisation.

Current assets are cash and other assets which are expected to be converted into cash within one year or normal operating cycle of the business., whichever is more. Included in this category are cash and bank balances, inventories, debtors and pre-paid expenses.

Liabilities are Owners/Share Capital, Secured loans, Unsecured loans, Reserves and surplus, and current liabilities and provisions as per the company law requirements for corporate firms. Liabilities can be divided into two major categories: (i) Shareholders' equity and (ii) external liabilities. External liabilities can further be sub-divided into (i) long-term/non-current liabilities and (ii) current liabilities.

Liabilities which are intended to be paid in time span of more than one year from the date of their inception are known as long-term liabilities such as long-term loans

liabilities which are intended to be paid within one year from the date of its genesis, are known as current liabilities such as trade creditors, accrued expenses, bank overdraft

- Details on worksheet activity
- Calculate Current Assets
- Calculate Current Liabilities
- Calculate Fixed Assets
- Calculate Fixed Liabilities
- Calculate Owners Equity
- Prepare Balance Sheet



Cash flow statement (CFS), as the name suggests, is a statement which indicates sources of cash inflows and uses of cash outflows of the firm during the accounting period (two balance sheet dates).

Closure of accounts, adjustment entries and preparation of financial statements will be discussed.

## KEY LEARNINGS

The participants will be able to understand various types of closure of accounts and introduction to preparation of Financial Statements.



### PRESENTATION

Presentation: Financial Statements , profit & loss



### RESOURCES

Account, Balance sheet



## TOPIC 5: COSTING : TYPES COST, OVERHEADS, APPORTIONMENT OF OVERHEADS

Costing is a systematic process of determining the unit cost of output produced or service rendered, It analyses the expenditure incurred on manufacturing an item or for rendering a service.



### OBJECTIVES

To learn different concepts of cost and how to apportion the cost to ascertain right price



### METHODOLOGY

Discussion/ Explanation



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Direct Cost- Material, Labour and Expenses

Direct costs are those expenses or costs that can be directly identified or associated with a product, service, department, or cost object. The main component of direct costs are direct material and direct labor used for the manufacturing of a product are direct costs. Direct cost is variable cost. It varies with the number of items made or sold. This include all money spent for supplies and materials to make the product or to provide the service, for example, the cost of raw materials, packaging and labour.

#### ACTIVITY:

- Ask participants to write the materials used by them in the product. (15 Minutes )
- Group them in various categories. (10 Minutes)
- Introduce the participants to the concept of nominal cost for using personal resources in their business (25 Minutes )

#### II: Indirect Costs, Overheads (25 Minutes)

Indirect cost is the expenses incurred not directly related to the development of a business's product or service. Indirect costs are not directly accountable to a cost object (such as a particular project, facility, function or product). Indirect costs may be either fixed or variable. Indirect costs include administration, personnel and security costs.

Indirect cost is generally fixed nature. It includes the business expenses or overheads that must be paid whether or not the products are produced or sold. Indirect costs include items such as rent, electricity, telephone,

salaries, insurance and depreciation, marketing campaigns, utilities, office technology and office supplies, etc.

### III: Allocation and Apportionment of Overheads (15 Minutes)

Allocation is the method of tracing an indirect cost fully to a unit or cost centre. Apportionment is the method of tracing a fraction of overheads to a particular unit or cost centre on the basis of a cost driver.

**ACTIVITY:** Participants are engaged to note the various types of expenses incurred in their business. Classify them into direct costs or overhead.

### KEY LEARNINGS

The participants will learn the principles of apportionment of overheads. They will be able to apportion the overhead costs on the basis of the specific conditions they face in their business.



### PRESENTATION

direct and indirect costs, overheads



## TOPIC 6 : COSTING: BATCH COSTING, VARIABLE COST, FIXED COSTS, STEP COSTS & NOMINAL COSTS

Cost accounting is used by a company's internal management team to identify all variable and fixed costs associated with the production process. It will first measure and record these costs individually, then compare input costs to output results to aid in measuring financial performance and making future business decisions.



### METHODOLOGY

Exercise



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Fixed cost, variable costs, step costs & nominal costs (30 Minutes)

**Fixed Costs** are costs of inputs, which do not vary with changes in volume of activity (say, production, sales, machine hours, labour hours) within a specified range (known as relevant range) for a given period of time. For instance, factory rent, factory insurance, salaries of permanent staff, lease rent of plant and so on do not change whether there is an increase or decrease in the level of activity, and, hence, this form fixed costs.

There are two important aspects regarding the nature of fixed costs, which you should carefully note: (i) Fixed costs, like any other costs, are subject to change over a period of time. For example, factory rent may increase when the contract gets renewed, insurance rates may change, salaries of staff may increase in the subsequent year; these changes are independent of the changes in the firm's production.

(ii) Total fixed costs remain unchanged only when the firm's production is within relevant range. In case, production volume increases beyond the relevant range, fixed costs will go up.

Clearly, you should not have an impression that fixed costs, as the name suggests, remain fixed for any level of output. Had it been so, expansion costs would have been nil which is clearly inconceivable. (More output should have been possible from the same capacity). In operational terms, fixed costs represent **capacity costs** of a business firm. Further, given their nature of non-decreasing, such costs are also designated as burden costs and fixed overhead costs.

**Variable Costs** (VC) are costs of inputs, which are assumed to vary in direct proportion to the changes in the level of activity (say production, sales) within a relevant range for a given period of time. In operational terms, variable cost per unit remains unchanged. Material costs, power costs, excise duty and salesmen's commission are some examples of variable costs.

Like fixed costs, constituents of variable costs are also likely to change over a period of time. For instance, power tariffs may be revised and so the excise duties over the period of time. Akin to fixed costs, unit variable cost is constant within a specified relevant range only. The reason is not far to seek. While it is true that material costs are variable costs, buying cost per kg of material will not be the same if materials purchased are 1,000 kg and 10,000 kg. It is likely to be less if materials purchased are 10,000 kg (due to quantity discount), say, price per kg is Rs 5 and Rs 4.50 in these situations respectively. Therefore, cost per kg of the material purchased should be determined with reference to the budgeted purchases planned for the period.

**ACTIVITY:** Worksheet to be provided

### KEY LEARNINGS

The participants will be able to identify cluster of costs, group costs and calculate unit costs. They will be able to capture cost behavior. Participant will learn to assign a reasonable nominal cost for their own resources.



#### PRESENTATION

Key Elements & Information generated through exercises



#### RESOURCES

Worksheets will be given/ In class exercise

## TOPIC 7 : RAISING CAPITAL

Companies can raise capital through either debt financing or equity financing. Debt financing requires borrowing money from a bank or other lender or issuing corporate bonds. The full amount of the loan has to be paid back, plus interest, which is the cost of borrowing. This session would discuss about the financial institution to raise funds and make organization investment ready.



### OBJECTIVES

To identify the need for raising capital



### METHODOLOGY

Explanation and Case study



### SESSION MATERIAL

Case Study on Bamboo Dreams is given to participants for the understanding of topics to be discussed . Key questions for discussion are given below

1. Rate the executive summary on a scale of 1 to 5. What were its main strength and weaknesses?
2. Is there any additional information you would have added in the executive summary?



### STEPS

#### I: Discussion of Business Model of Bamboo Dreams (10 Minutes)

Bamboo Dreams has been in the business of making and selling furniture for the past 25 years and aims to achieve leadership in the field of cane and bamboo furniture.

Bamboo dreams have clear product strategy of offering flooring tiles, blinds, arm chair, sofas, tables, chairs and book cases in the initial years with standard design for these product categories with warehoused at the retailer's end for Indian customers and at the distributors end for the foreign customers. Their strongest competitive advantage will be our early adoption, as currently there are only two players in the market.

**ACTIVITY:** Engage participants in the discussion on the strengths of Bamboo Dreams (20 Minutes)

#### II: Government policy, plan and mission for the industry (20 Minutes)

In its tenth five-year plan, government of India has announced a bamboo mission, to motivate young entrepreneurs like us to start their business using bamboo and raw materials.

**ACTIVITY:** Encourage participants to speak on present business outlook such as market conditions for the product portfolios (10 Minutes)

**III: Critical Discussion on Revenue Model (30 Minutes)**

Bamboo dream is planning to invest Rs 1.5 crore as a capital investment for initial setup in March 2007. Setup will take 6 months of time. Next year onwards, the manufacturing will begin. Breakeven is envisaged from the second year itself and the payback period for the investment is 2.5 years.

**ACTIVITY:** Instructions /Worksheet

**KEY LEARNINGS**

Key Learnings: The participants will learn how to prepare the business proposal to raise capital. They will be able to document the competitive environment, availability of raw material, the risk associated and prepare an executive summary for raising any form of capital.



**PRESENTATION**

Revenue model, market conditions, raising capital



**RESOURCES**

Case study on Bamboo Dreams material

## TOPIC 8: CASH MANAGEMENT & BUDGETING

Cash management, also known as treasury management, is the process that involves collecting and managing cash flows from the operating, investing, and financing activities of a company. In business, it is a key aspect of an organization's financial stability. The budgeting process helps retailers balance expenditures with incoming revenue.

### SESSION 1: CASH MANAGEMENT



#### OBJECTIVES

Cash management, Budgeting & Identify complimentary lines of activities to increase cash revenues



#### METHODOLOGY

Explanation & Case study



#### SESSION MATERIAL

Shahnaz Hussain is acknowledged as one of the most successful women entrepreneurs in India. A case study on the same would be discussed to understand the concepts of cash management and budgeting.

#### Questions for discussion

1. All three of Shehnaz Hussain Herbals businesses are interrelated and contribute to each other. Can you suggest any other lines of business to complement these three.
2. Shehnaz Hussain Herbal Products are priced very high in the market and the company has been unable to expand its user base rapidly. That is why other companies, such as Himalaya Herbal Healthcare, have been able to move quickly and capture the mass market. Do you think it is time for Shehnaz Hussain Herbals to launch a line of lower price products?



#### STEPS

- I: **Discuss the case of a successful woman entrepreneur. (30 Minutes)**  
Shehnaz Hussain Herbals, is one of the leading manufacturers of the herbal products in the world. The company sells over 350 herbal products and operates over 200 salons in more than 130 countries. The brand "Shehnaz Hussain" was valued at over \$100 millions in 1996, and now, it is likely to be worth much more. Shehnaz Hussain started her first salon in Delhi in 1977 with a capital investment of Rs 35,000. She also studied Ayurveda and her interest in that field kept growing. She started formulating her own products, which were very successful.

The company was able to grow systematically and currently operates 3 major complementary businesses.

**II: Identify related business activities to generate cash, Explain the concept of operating cycle (30 Minutes )**



Figure : Operating Cycle/Cash Conversion Cycle

Participants will also learn the constituents of current assets.

Sundry debtors represent the amount the customers owe to the firm due to sale of goods on credit to them. Bills receivable is a step ahead in the process of accounting cycle in that the debtor, which acknowledging debt (arising due to credit sales), promises to pay the sum due to him, after a specified period of time, say, 2 months from the date of bill.

**III: Discuss the sensitivity of price to increase customer base (30 Minutes)**

Shehanaz Hussain Herbal Products are priced very high in the market and the company has been unable to expand its user base rapidly. That is why other companies such as Himalaya Herbal Healthcare have been able to move quickly and capture the mass market.

**ACTIVITY:** Instructions /Worksheet

**KEY LEARNINGS**

The participants will learn how to strengthen the product line to increase revenue. The risk of loss of market to competitors and the right time to go public.



**PRESENTATION**

cash revenues, budgeting, pricing



**RESOURCES**

Case on Shahnaz Hussain

## SESSION II: BUDGETING



### OBJECTIVES

To identify alternate ways to deal with Cash Strained situations



### METHODOLOGY

Explanation & Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### ACTIVITY:

#### I: Engage participants in Activity: (30 Minutes)

- Please write two situations when you could not sell or your customer could not repay.
- Ask participants to narrate how did they deal with the situation.

#### II: Encourage the participants to brain-storm what alternatives can be tried. (30 Minutes)

Note their responses. Try to converge around two/three themes.

#### III: Introduce the case of a farmer who developed the value chain in Poultry by integrating farmers.

Integrating value chain provides an opportunity for business growth by helping the poultry farmers who had bought feed and medicines on credit and could not clear their dues. To help them recover their money, Suguna began to provide feed and health support to indebted farmers in return for the end products - eggs. This model was successful and over a period of time, Suguna evolved a business model around this strategy.



**Case Study:** *Suguna Poultry is a case of Poultry Integration introduced and pioneered by Suguna in the country has substantially improved the livelihoods of many farmers in rural India. 'Poultry integration' as introduced and pioneered by Suguna in the country has substantially improved the livelihoods of many farmers in rural India.*

#### Questions for discussion

1. How do farmers gain by becoming contract poultry growers of Suguna?
2. For feed production, Suguna buys soya, oilseeds, and other inputs from over 20,000 farmers. Can the same poultry model be adapted for the farmers? (30 Minutes)

**ACTIVITY:** Instructions /Worksheet

**KEY LEARNINGS**

The participants will learn to explore the various alternatives to deal with cash strained situations.



**PRESENTATION**

Cash crisis, business model



**RESOURCES**

✓ Case, Websites (<https://www.dgft.gov.in/CP/>)



## TOPIC 9 : EXPORT MARKETS

Exporting can be a great way to expand your business and increase profitability. It can also help to spread risk and reduce dependence on your local market. Exporting exposes you to new ideas, marketing techniques and ways of competing you can't experience at home. The skills you develop in foreign markets will also help you to better compete in the domestic market.



### OBJECTIVES

To introduce the registration formalities related to Export



### METHODOLOGY

Explanation & Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### Step1: Activity: Discussion on domestic and foreign markets (30 Minutes)

- Who is your customer?
- Please write the name of your five prime customers.
- Classify them into the domestic market or export.
- How do you receive or make payments in foreign exchange for export and import? Do you need to obtain any registration number?

#### II: Explain the concept of registration (30 Minutes )

The firms aiming to export, it is necessary to get registered with the DGFT (Director General of Foreign Trade), Ministry of Commerce, Government of India.

DGFT provide exporter a unique IEC Number. IEC Number is a ten digits code required for the purpose of export as well as import. No exporter is allowed to export his good abroad without IEC number. However, if the goods are exported to Nepal, or to Myanmar through Indo-Myanmar boarder or to China through Gunji, Namgaya, Shipkila or Nathula ports then it is not necessary to obtain IEC number provided the CIF value of a single consignment does not exceed Indian amount of Rs. 25, 000 /-.

Application for IEC number can be submitted to the nearest regional authority of DGFT.

Application form which is known as "Aayaat Niryaat Form - ANF2A" can also be submitted online at the DGFT web-site: <http://dgft.gov.in>.

[http://www.eximguru.com/exim/guides/how-to-export/ch\\_6\\_registration\\_of\\_exporters.aspx](http://www.eximguru.com/exim/guides/how-to-export/ch_6_registration_of_exporters.aspx)

- What is the Directorate General of Foreign Trade (DGFT)?
- What is IE-Code? How to obtain it?
- From Where to obtain IE-Code?

An Importer-Exporter Code (IEC) is a key business identification number which mandatory for export from India or Import to India.

**III: Explain the participants to do the formalities of registration with DGFT.**

Take them through the website of DGFT. Discuss their experiences and explain to them that the number IE-code is used in all dealings with the DGFT to get incentives related to export and obtain various clearances. Also, Explain to them the need to register with other appropriate bodies for textiles etc. Discuss the importance of attending export trade events organized by EPCH (30 minutes) Short note



**Case Discussion :** *Gahaya Links -The case deals with a lady who started the business of marketing handicrafts. The business is exporting to many countries now. Janet along with her sister Joy founded Gahaya Links. Gahaya Links markets the high-quality handicrafts made by Rural Women. When Janet started only 50 women were weaving baskets in village and subsequently, the number swelled to 600. Janet also helped establish a cooperative plan, which would help women save their savings. Now, there baskets are available in Macy's, ABC Carpets, The Holocaust Museum, The National Museum of African Art and many more, It all started with a Trade Show.*

**Questions for Discussion**

1. Did good networking play a part in Gahaya's success? What kind of favours did she extend to her contacts?
2. What kind of image should Janet portray to her business contacts? Activity: Instructions /Worksheet

**ACTIVITY:** Instructions /Worksheet

**KEY LEARNINGS**

Key Learnings: The participants will learn the formalities related to registration with appropriate agencies. Participants will be made aware of the advantages of visiting Trade fairs.



**PRESENTATION**

domestic and foreign markets, registration



**RESOURCES**

- ✓ Case, Websites (<https://www.dgft.gov.in/CP/>)

## TOPIC 10 : VALUE CHAIN MANAGEMENT

Value Chain Management is key to optimizing business operations and maximizing profit. Companies can optimize value for themselves, their vendors and their end customers when they effectively manage the flow of production and sales from inbound logistics to operations, outbound logistics, marketing, and sales and service.



### OBJECTIVES

To identify the opportunity to enhance the value of existing products by diversifying product portfolio. Also, an in-depth understanding of feasibility analysis for the implementation of a selected value chain



### METHODOLOGY

Explanation & Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: **ACTIVITY: (20 Minutes )**

- How to you market your product?
- What methods do you use to increase your customer base? Note their responses.

#### II: **Introduce the participants to the case “Pitambri”.**

In this case, Ravindra has converted a product that was already available to a branded form of the product. The case also discusses the importance of setting the units near end customers. Questions for discussion are mentioned below (20 Minutes)

1. Ravindra just introduced a branded form of a product that was already available. Can it be called a ‘new’ product?
2. Why is it important for Pitambari to launch new products?

**ACTIVITY:** Instructions /Worksheet

### KEY LEARNINGS

The participants will learn the importance of diversifying product portfolio for cash generations.



### PRESENTATION

value chain, product portfolio, inventory



### RESOURCES

Case, Websites

## TOPIC 11 : MICRO FINANCE, MICRO-ENTREPRENEURSHIP & CLUSTER DEVELOPMENT

Microfinance refers to the financial services provided to low-income individuals or groups who are typically excluded from traditional banking. Microfinance as a form of organized industry for innovative and creative solutions for alleviating the problems of sustainable micro-entrepreneurship development in this country.



### OBJECTIVES

To learn to approach micro finance institutions for cluster development & capacity development.



### METHODOLOGY

Explanation & Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: **Ask participants to explain the agencies who they think can be approached (20 Minutes)**  
Note responses, classify them in groups (10 Minutes)
- II: **Lead the discussion on the basis of the grouped items (10 Minutes)**
- III: **Engage in Case Discussion.** Jay had decided that each Member will have to save Rs. 20 Every Month. The monthly interest over the loan from the Group Fund was decided Rs. 5/- Per 100 Rs. Also, it was decided in the beginning that the defaulters in the Monthly Member Saving will be fined by Rs. 1. As on December, 2004, Jay Hanuman Krushak Kalyan Sangh had accumulated Rs. 5,200/- as Member's Savings. The Savings was regular due to high Peer Pressure. The case exposes the participants the potential of Internal and External Banking. 50 Minutes)

**Write the takeaways on white board.**

**ACTIVITY:** Instructions /Worksheet

### KEY LEARNINGS

The participants will learn Linkage Building and reach out plan for microfinance and procedures for Emergency Loan. Create cash reserves for the crisis.



### PRESENTATION

Key Elements



### RESOURCES

Case Study on Jay Hanuman Krushak Kalyan Sangh

## TOPIC 12 : DYNAMIC BUSINESS MODEL (SPECIAL EMPHASIS ON HYPERLOCAL MODELS)



### OBJECTIVES

To realise new model for innovative practices during crisis



### METHODOLOGY

Explanation & Case study



### SESSION MATERIAL

White Board/ Marker/ Business Model Canvas worksheet



### STEPS

**I: Discuss and understand the ways of doing business to pivot for growth (10 Minutes)**

A pivot means fundamentally changing the direction of a business when you realize the current products or services aren't meeting the needs of the market. The main goal of a pivot is to help a company improve revenue or survive in the market, but the way you pivot your business can make all the difference.

**II: Concept of Design Thinking (15 minutes)**

Design thinking is a non-linear, iterative process that teams use to understand users, challenge assumptions, redefine problems and create innovative solutions to prototype and test. Involving five phases-Empathize, Define, Ideate, Prototype and Test. It is most useful to tackle problems that are ill-defined or unknown.

**III: Business Model Canvas – Concept explanation and Activity (45 minutes)**

The *business model canvas* is a great tool to help you understand a *business model* in a straightforward, structured way. Using this canvas will lead to insights about the customers you serve, what value propositions are offered through what channels, and how your company makes money.

### ACTIVITY: BUSINESS MODEL CANVAS

*Each of these blocks needs to be accurately filled in and revisited regularly to ensure the business model is still accurate – it's a good thing to do before you register a business.*

**Customer Segments:** Who are the customers? What do they think? See? Feel? Do?

**Value Propositions:** What's compelling about the proposition?  
Why do customers buy, use?

**Channels:** How are these propositions promoted, sold and delivered? Why? Is it working?

**Customer Relationships:** How do you interact with the customer through their 'journey'?

**Revenue Streams:** How does the business earn revenue from the value propositions?

**Key Activities:** What uniquely strategic things does the business do to deliver its proposition?

**Key Resources:** What unique strategic assets must the business have to compete?

**Key Partnerships:** What can the company not do so it can focus on its Key Activities?

**Cost Structure:** What are the business' major cost drivers? How are they linked to revenue?

But that also includes activities to experiment on new products that I can sell, so what are your activities?

### ACTIVITY WORKSHEET

## The Business Model Canvas

Designed for:
Designed by:
Date:
Version:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

DESIGNED BY: Strategyzer AG  
The makers of Business Model Generation and Strategyzer

strategyzer.com

Source: <https://medium.com/seed-digital/how-to-business-model-canvas- explained- ad3676b6fe4a>

#### IV: Discussion on key activities (10 minutes)

Create a picture of how the enterprises on participants looks like as per the business model canvas and discuss the key activities for an effective business model.

## KEY LEARNINGS

The participants will learn to visualise all the building blocks of business. The key activities of a business represent what the company must do to make the business model work. These activities can be producing a product or providing a service or a mix of both. The expected outcome is an understanding of activities to realise the need for new products or market.



### PRESENTATION

design thinking concept,  
business model canvas,  
innovative models



### RESOURCES

Case, worksheet





# ENTREPRENEURIAL MARKETING:

## FOCUSING ON MARKET ORIENTATION, NETWORK CREATION AND BRANDING

This module focuses on creating market linkages and understanding a clear value proposition for growing a successful entrepreneurial venture. This would be an attempt to revisit the business model to redesign and innovate products to make them marketable. Focal points range from issues with conventional marketing paradigms to marketing strategy in the digital age. An attempt would be made for a collaborative approach, necessitating a fundamental shift in business thinking from the co-creating firm.

Product development strategy brings innovation to consumers from concept to testing through distribution. When existing business revenue platforms have plateaued, it is time to look at new growth strategies. New product development strategies look at improving current products to invigorate an existing market or create new products that the market seeks. Product Design and Innovation is intended to introduce overall awareness of the product design process. Cases discussed and exercises would enable to generate creative ideas into product design, considering human factors aspects.

Brand building and Marketing Communication is an integral aspect of personal and business development. It not only increases the voice and consumer awareness of a brand, but it also gives it an identity and worth. It is a process of creating value for consumers. It encompasses tactics adopted by the companies to convey the messages uniquely and creatively to their existing and prospective customers about their offerings of products and services. The messaging communication is either direct or indirect in nature to persuade the customers to indulge in purchasing the products and services.

Nevertheless, digital space can promote products using social e-commerce for small businesses can not be ignored. The participants would learn about the ways of improving business through linkages with e-commerce companies and promoting on social platforms. Further, to create awareness, accessibility, affordability and acceptability to rural markets would be discussed. Participants can identify the learning and ways to bring their own business online and reach out to the e-commerce portal for market reach.

## TOPIC 1 : MARKET ORIENTATION

A market orientated organisation looks at the market and its target audience first, before any production or sales activities takes place, to learn what potential customers want from organisations.



### OBJECTIVES

To understand the aspects of marketing planning and strategy



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker/  
worksheets



### STEPS

#### I: Define market orientation and key dimensions (20 Minutes)

Market orientation is the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it.” The definition entails the process to include three stages – generation, dissemination of market intelligence and responsiveness as given by Kohli and Jaworski in 1990.

#### II: Understand the existing markets and potential markets of an enterprise

A competitor-centered company is one that spends most of its time tracking competitors’ moves and market shares and trying to find strategies to counter them.

Discuss the Competitor orientation as a firm’s understanding of current and potential competitors’ strengths and weaknesses as well as their long-term capabilities and strategies

#### III : Customer-oriented firms lead to better skills in understanding and satisfying customers and hence building relationship and communication with the external stakeholders. This section would discuss the case of Devbhumi and how they build markets by leveraging the relationship with the stakeholders. (30 minutes)

Customer orientation is a business approach in which a company solves for the customer first. It’s all about focusing on helping customers meet their goals. Essentially, the needs and wants of the customer are valued over the needs of the business. For customer service, this means your support team is focused on meeting customer needs.



### Building markets: Case of Devbhumi Uttarakhand

*Devbhumi Natural Product Producer Company Ltd (DNPPCL), popularly known as 'Devbhumi', was evolved from the merger of two community-owned private limited companies, namely Chamoli Tasar Pvt. Ltd. and Devbhumi Madhu Pvt. Ltd, in the year 2007. It was promoted with the help of Appropriate Technology India (ATI), a development organisation which has been working in this region since the year 1993. ATI promotes forest-based enterprise development with an aim to provide economic security to local forest-dependent communities. Apart from its independent interventions in the area of creating livelihood generating activities in this hill state, it acts as a strong grass root organisation that provides a base support to 'Devbhumi' in reaching remote valleys and villages of this region. Its strong presence and grass-root mobilisation have enabled 'Devbhumi' to reach many remote villages for its honey procurement. You may use tools to develop innovative solutions to link sustainable livelihood practices with marketing promotions. How relationship with stakeholders can be enhanced, and communication leveraged to strengthen markets?*

#### ACTIVITY: MARKET MAPPING TOOLS AND TECHNIQUES (40 MINUTES)

- Write down five things you want to change in your product?
- Take inputs from your group members
- Present the inputs and relevance
- Information gathering -dissemination -Responsiveness

#### KEY LEARNINGS

It is expected to have a better understanding of the greater benefits of a firm that can be achieved by integrating the various dimensions of Market orientation. The activity would make participants learn about how customer-oriented planning and strategy is rare, valuable and difficult to imitate.



#### PRESENTATION

Customer orientation,  
competitor orientation and  
firm performance



#### RESOURCES

DevBhumi Case

## TOPIC 2: MARKET STRATEGY & PLANNING

Market orientation, in marketing strategy terms, commonly revolves around culture, values and other internal behaviours focused on satisfying customer needs that are usually well-researched prior.



### OBJECTIVES

To understand the aspects of marketing planning and strategy



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Understand the aspects of the Marketing Plan

Each participant has to work on 5 C's Analysis framework for a holistic understanding of markets

#### → Company analysis

- ◆ What does my company sell?
- ◆ What competitive advantage does my company have?
- ◆ What is the current category for my product?
- ◆ What are the different segments that one can formulate in this segment?
- ◆ Look at the must-haves and unique feature to differentiate in this category.

#### → Climate /context Analysis :

- ◆ What is going on in this industry?
- ◆ Are there any laws or regulations that impact my business?
- ◆ How is the current political, Economic, Social, Technological, Legal, Environmental (PESTLE) situation affecting my business?

#### → Consumer/customer analysis

- ◆ Who is my target audience?
- ◆ What is the profile of my targeted user?
- ◆ Am I selling what my target group wants?

→ Competitor analysis:

- ◆ Who are my primary competitors?
- ◆ What is the market share, and how have these competitors positioned their product/services in the market?
- ◆ What value are these competitors creating for the gap they are targeting?
- ◆ How are these competitors creating POD and POP, and hence creating competitive advantage?

→ Collaborator's analysis

- ◆ Who am I working with to make my business operate?
- ◆ How can I grow and foster these relationships?

**II: Devise a marketing plan**

The objective of this activity is to build an understanding on the value creation basis of the research and strategies for attracting customers.

**A: Concept Note on Product/service idea**

Each group will generate an idea for a new product or service. The idea should be one that is feasible and executable, and you will prepare a marketing plan for this product.

**B: Marketing Research and Insights**

Draft a proposal that must include research background, objectives and research design. You are expected to conduct preliminary research to assure the potential of your product in the market and capture key variables that can later help you formulate a strategy.

**C: Marketing strategy**

This task builds on identifying your segments, selecting target markets and positioning strategy. This enables you to develop your individual knowledge and skills in creating a marketing strategy (STP) that takes into consideration the following as well.

*Segmentation Strategy:* Divide the market into meaningful smaller markets or submarkets based on common characteristics. Define the main segments of your market. What characteristics define these segments? What are your segmentation strategies?

*Target Marketing:* Evaluate the market segments and make decisions about which among them is most worthy of investment for development. Who have you identified as the most appropriate segment (target) for this product/service? Create a profile of a typical target consumer and describe them in specific detail. Why have you chosen this target market over others? Discuss customer lifetime value of your segments and discuss how much marketing expenditure you will spend on acquiring and retaining customers.

*Positioning Strategy:* How do you want your product to be perceived by your target market? What are key points of competitive differentiation, highlighting your points of difference and points of parity? Be sure you include an explicit positioning statement here that reflects the key value proposition you are recommending. Why is this a strong positioning strategy?

- III: Discuss, explain and analyse the market challenges in natural fibre given the case mentioned as below



### **Short Case Study: Poma Bamboo Processing Centre**

*This short case talks about the production of Bamboo while marketing is a challenge. The rural communities produce has lesser reach and an emphasis on the rural communities produce to be marketed. The dilemma is how can production be done in bulk to reduce the transportation cost and positioning it as a unique product . Devising the marketing plan for the social enterprise.*

### **KEY LEARNINGS**

This session will acquaint the participants with the various components of Marketing plan. The participant should be able to draft the 'go-to-market strategy, including identification of market opportunities, consumer needs and assessment of the competitive landscape.



### **PRESENTATION**

Segmentation, Targeting, Positioning, Marketing plan



### **RESOURCES**

Poma Case study , pre -reading handouts to be given



## TOPIC 3 : MARKET CO-CREATION AND LINKAGES

Companies and customers now continually co-operate in innovative and productive efforts to create value. Adopting this collaborative approach necessitates a fundamental shift in business thinking on the part of the co-creating firm.



### OBJECTIVES

To create a network effect to connect entrepreneurs to the market



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: Understanding the concept of the value and how it can be co-created with the stakeholders (25 minutes)
  - What is the value ?
  - How is it created?
  - How is value defined differently by the customers?



#### Short case: AVA Creations

*Established in the year 2013, "AVA Creations" is an enterprise promoted by women entrepreneur that is designing, manufacturing and supplying Mekhela Chador, Sarees, Fabrics and other Indian traditional wear in the nationwide markets. This short case will discuss how value can be co-created with the internal customers who are the local weavers and external customers who are aspiring for unique designs and authenticity.*

**Source:** <https://www.eastmojo.com/news/2020/11/14/this-husband-wife-duo-is-empowering-artisans-and-creating-livelihood-for-weavers-in-assam/>

- II: Relevance of network capital in the existing scenario and key benefits of a network effect. In addition, value co-creation through network effect to be discussed. (10 minutes)

**ACTIVITY:** Mapping your Stakeholders ( 35 minutes) Understand the various stakeholders and map the stakeholders that are relevant to your business. Stakeholders may include employees, customers, beneficiaries, local leaders, funders and supporters, and many others. In order to determine how to approach and manage these diverse groups, which sometimes have different and conflicting interests, a systematic mapping method may be

useful. Brainstorm a list of the key stakeholders for your social enterprise. Be as specific as you can, using actual names of key individuals where possible. (including market linkages, designers, e-portal).

Work on the framework to understand the combination of interest and power determines the best approach toward these different groups:

1. Low power, low interest: *Monitor with* minimum effort
2. Low power, high interest: *Keep informed* of your work
3. High power, low interest: *Keep satisfied* to ensure continued support
4. High power, high interest: *Manage closely* to maintain a strong relationship

Now we ask each of you to apply this stakeholder map to your own example. Place each of the stakeholders in one of the quadrants of the above matrix. When you have completed the exercise discuss the following:

- Did mapping your stakeholders in this way change your planned approach?
- How the network creation with right stakeholders can help in business improvement ( 20 minutes)

### KEY LEARNINGS

Participants would understand the value offered by their work and how they can enhance the same by linking to the right market and people. The team would be made aware of available options in terms of market linkages that they can reach out to for higher impact.



#### PRESENTATION

The concept of value, perceived value and value co-creation



#### RESOURCES

Case study Ava Creations, pre-reading handouts to be given

## TOPIC 4 : PRODUCT DEVELOPMENT AND STRATEGY

Product development strategy is the process of bringing a new innovation to consumers from concept to testing through distribution. When existing business revenue platforms have plateaued, it is time to look at new growth strategies. New product development strategies look at improving existing products to invigorate an existing market or create new products that the market seeks.



### OBJECTIVES

To understand the clear value proposition and right product positioning



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Learn the basic concept of the product (30 Minutes)

A product is anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, persons, places, properties, organizations, information, and ideas.

- ◆ Five levels of product – Core benefit, basic product, expected product, augmented product and potential product
- ◆ Define the core value created by the product and how the same is perceived by the customer



#### **Case study: Naturally Anuradha -Rewinding to Reinvent the Saree**

*In Naturally Anuradha, the hand-woven and naturally dyed textiles that form the basis of the collection of shawls and pillow covers have origins that can be traced back hundreds of years to the Ahom Dynasty in Assam. In 2016, Anuradha showed her work at the Lakme Fashion Week. The original craftspeople from the Northeast and unique designs with diamond motif is very typical of Miri tribe. And it is also very similar to motifs used in Thai weaving so the products developed got the visibility. Patrons such as Sonia Gandhi and Jaya Bachchan wear Anuradha's signature saris and she has been awarded the National Award from the Indian Ministry of Textiles. This short case would discuss as how the unique designs with quality products can be created and position in the market.*

*Source: <http://ifamstories.org/artists/anuradha-kuli/>*

**II: Understand the process of product development (30 Minutes)**

The new product development process is the cycle that a new product has to undergo from conceptualization to the final introduction into the market. The five- step process guided by idea generation, screening, concept development, product development and commercialisation would be discussed.

**III : Create a product vision board with value added activities that can improve the quality and standards of the product (30 Minutes)**

- ◆ Product vision : ‘why?’ behind your product
- ◆ Customer Persona- ‘who?’ who is going to be using your product.
- ◆ Product Positioning - product market fit
- ◆ Product differentiation - What are its unique values that would motivate your customers to choose your product over another one?

**KEY LEARNINGS**

Key Learnings: Participants would learn inputs for product roadmap and defining product for customers. They should be able to create a detailed strategy to help where the product is going and planning to get there.

**PRESENTATION**

product development steps, best practices and vision board.

**RESOURCES**

Case study Naturally Anuradha, pre-read Handouts.

## TOPIC 5: PRODUCT DESIGN AND INNOVATION

Product Design and Innovation is intended to introduce overall awareness of the product design process. This course will give an understanding of methods, tools and techniques applied in product design. This will help to generate creative ideas in to product design, considering human factors aspects.



### OBJECTIVES

To redesign and make products relevant to the market



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Product Innovation and tools/techniques (15 minutes)

Product innovation represents a new way of solving a problem; a high number of consumers have. There may be no products at all on the market that address the issue, or there may be other products already on the market that address it in a different way.

**ACTIVITY:** List down all your products and answer the following three questions

1. Is the product relevant for a significant number of consumers (whether you're looking into a mainstream or niche market)? This applies especially to products that address issues that have not been addressed before.
2. Is the product better than its competitors? If so, what's the improvement—design, technology, useability, etc.?
3. Is the innovation or uniqueness of the product obvious? Is it easy to explain to consumers why this product is necessary or better than its predecessors and competitors? While the answer may not always be an easy “yes”, this point is really important for the marketing experts who will help you with the product launch.
4. ‘Jobs to be done’ – List down all features and benefits acquired by the customer to identify the missing link? How is that product value created?

#### II: Understanding the way innovation may happen (15 Minutes)

Innovation may happen when you improve an existing product, or you add a new feature to an existing product.

Video case: Eco- Friendly *Areca Leaf Plate*

<https://www.youtube.com/watch?v=UQxapJ4gYvE>



### **Jaipur Rugs: Case of business model innovation**

Jaipur Rugs Foundation (JRF) was launched in 2004 to transform marginalized communities by providing them livelihood skills, linking rural people with global markets and developing their leadership capacity. One such initiative identified promising women artisans and trained them to take on greater roles in the supply chain. In the process, it introduced the entirely new role of Bunkar Sakhi – weaver's friend. Today these women, many of whom have no formal employment experience, are managing hundreds of women artisans while developing their natural leadership abilities.

**Source:** <https://www.businesscalltoaction.org/news/jaipur-rugs-boosting-rural-india%E2%80%99s-economy-creating-new-generation-artisans>

### **III: Product Design and focus on Contemporary products (20 Minutes)**

The case talks about the relevance of designs to make product more appealing that can differentiate in the market for higher economic value.



#### **Short Case Study: Sailex N.G: Making the Designs Simple**

Sailex started his own label in 2008 and still going strong. He is an alumnus of Manipur Public School, NIFT India and Domus Academy, Milan. Before he launched his label he worked for various brands. He is popular among the fashion industry for his elegant, classy and wearable designs. His designs reflect the idea that 'Less is more'. He has been a part of LFW for 12 seasons, designs dresses for Femina Miss India 2015, Miss Diva North East 2017 and various other shows. Sailex now has brought home his label to his home state and working under his mother's industry wing (Ningthibee). The profound work revolves around making the designs simple.

### **IV: Brainstorming session to discuss the various types of natural fibre products from each state with an aim to understand the hero product and new products that can be designed for the mass market. (20 Minutes)**

### **ACTIVITY: Instructions /Worksheet**

### **KEY LEARNINGS**

Key Learnings: Participants should be able to identify certain features that can add value to the products. This can help participants to get into the minds of their potential customers and respond to their needs.



#### **PRESENTATION**

product design, innovation and trends on the marketing of products



#### **RESOURCES**

Case study / Forsarees.com/  
Suta.com

## TOPIC 6: BRAND BUILDING STRATEGY

Brand building is an integral aspect of personal and business development. It not only increases the voice and consumer awareness of a brand, but it also gives it an identity and worth. It is *a process of creating value to consumers*. It encompasses all things that consumers know, feel, and experience about your business in its entirety.



### OBJECTIVES

To understand the meaning of branding and the process of building brands



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: What branding means? (15 minutes)

Branding is a promise to your customers. Your brand is derived from who you are, who you want to be and what people perceive you to be. The concept of brand identity and Image would be discussed.

#### II: Brand Building activity “Brand Key” (30 minutes)

Establishes a framework for your brand and helps shape the strategic direction of your firm by determining the essence of your brand. It is known as the ‘BrandKey’ model, and it can be used to position any brand, it also allows you to establish the areas that the brand may in fact, need to work on to develop a more effective strategy. Applying a brand key to an individual would generate questions such as:

- ◆ What are your core strengths?
- ◆ How do you stand out from the crowd?
- ◆ How do you want to be seen by the world?
- ◆ What are your personal values?
- ◆ What is the essence of your being?

#### III: Brand creation and standardisation to scale up (15 minutes)

This short case would discuss how a local brand can be created and thus can help to increase visibility, channel partnership and recurring business from clients.



### **Case Study:** Khinam Fashion – building a local brand

*Taba Yel Nabam, owner of Itanagar-based Khinam Fashion Industries in the profession since 2001, is part of Budh's endeavour. She succeeded in creating a local brand, 'Khinam' which means rare and established creates a unique name when it comes to creating the brand that represents indigenous designs of Arunachal. Although most of the business is within the state, the story highlights how the brand can be created locally and yet be profitable.*

### **III: Importance of storytelling to build brands (30 minutes)**

#### *FabIndia: Transforming Handicraft Sector*

*It links over 55,000 rural artisans to urban markets, preserves the Indian traditional skill sets and promotes sustainable rural development. The Fabindia garments are handwoven and hand-printed fabrics, which gives an aesthetic appeal to the customers. The products of Fabindia are classified into fully organic, 'in conversion', and natural products. The company claims to be a social enterprise as it renders employment to rural workers for their various projects. The Fabindia School, which is located in Rajasthan, is an eminent initiative taken by the company.*

*Source: <https://startuptalky.com/fabindia-success-story/>*

**ACTIVITY:** Write a unique story about your brand and its cultural relevance. The same can be used to connect with the customers who are looking for uniqueness in their products.

### **KEY LEARNINGS**

Key Learnings: Participants should be able to adopt branding strategies that will add value to their consumers and help them develop the right reputation for what it truly stands for.



#### **PRESENTATION**

Brand promise, brand creation and brand story



#### **RESOURCES**

Case Study of FabIndia ,  
Pre-reads

## TOPIC 7: MARKETING COMMUNICATION

Marketing Communication are set of methodologies and tactics adopted by the companies to convey the messages in a unique and creative manner to their existing and prospective customers about their offerings of products and services. The messaging communication is either direct or indirect in nature with an intention to persuade the customers to indulge in the purchase of the products and services.



### OBJECTIVES

To know your audience, to know your audience, to craft the right message, and make sure you're present on the right channels.



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Concept of Marketing communications (20 minutes)

Marketing Communication refers to the means adopted by the companies to convey messages about the products and the brands they sell, either directly or indirectly, to the customers with the intention to persuade them to purchase. *Marketing communication* includes advertising, direct *marketing*, branding, packaging, your online presence, printed materials, PR activities, sales presentations, sponsorships, trade show appearances and more.

#### III: Creating the right message (30 Minutes)

The concept of content strategy and how to articulate the right message which is appropriate to the group you are speaking to.

*Identify audience segment → Identify key message → Identify reason to believe → Identify the most appropriate channel*

#### III: Consumer Touchpoint- identifying the right channels for communication (30 Minutes)

Write down the existing channels used by the company to connect to both internal and external customers. In a group of five people, each will share the benefits of channels used and then discuss the channels which are not used and why. Each participant would learn one or more channels that can be used for business promotion.



#### Case: NeDFi Haat Exhibitions

A platform created for the unorganized sector by NEDFi at Rupnagar, Guwahati, for promoting the marketing of the products of the unorganised sector is now a popular exhibition ground among the craftsmen and weavers associated with the indigenous handloom and handicraft sector. Government Agencies like DRDA, NEHHDC, NSIC, SIFT etc., prefer the platform to organise their fairs to promote the marketing of their beneficiaries. NGOs working to promote the Cottage and Small sector of the region also use the facility for providing direct linkage between the producers and consumers. The following objectives are taken care of by such exhibitions

- To promote marketing of Handloom and Handicraft products of NER
- To provide a platform for direct linkage between the producer and customer
- To empower women
- To facilitate a platform to the rural craftsmen and weaver.

More such events and exhibitions attended by participants would be listed down for an exhaustive list of annual events to be attended each year.

#### IV: Identifying the right channel for respective firms

##### Omni-Channel strategy

Omnichannel management as the “synergistic management of the numerous available channels and customer touchpoints, in such a way that the customer experience across channels and the performance over channels is optimized”



#### Case Study: iTokri For Online Market place for Handloom

iTokri online is India's only crafts and artwork retailer with its own inventory of handmade artisanal products ranging from Punjab's phulkari dupattas and Gujarat's bandhani sarees to Andhra's ikkat handloom fabrics and Odisha's pattachitra paintings. It sources products including jewellery, dress materials and household items from nearly 500 artisans and NGOs across India. iTokri founders Jia and Nitin Pamnani believe in taking away the burden of sale from artisans and allowing them to focus on what they are best at – their craft.

**Source:** <https://30stades.com/2020/06/17/how-gwalior-itokri-became-international-e-Triple-of-handcrafted-fabrics-artworks-recycled-paper-handwritten-note-jewellery/>

#### ACTIVITY: Instructions /Worksheet

#### KEY LEARNINGS

Participants should be able to enlist respective target audiences and think of the most appropriate communication channels to use to reach each audience.



## PRESENTATION

content strategy, media and  
omni-channel strategy



## RESOURCES

Case of iTokri, pre-reads



## TOPIC 8 : DIGITAL AND SOCIAL MEDIA MARKETING



### OBJECTIVES

To create awareness on how digital space can be used to promote products



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Digital and social media usage to increase reach

- Understanding how social media pages created can be boosted for higher reach.
- Step by Step Process for content strategy:
  - ◆ Who your audience is.
  - ◆ What topics and subjects your audience is interested in
  - ◆ The usable content you already have
  - ◆ What kind of content you still need to create or curate
  - ◆ When and on what platforms content will be published

#### II: Using social e-commerce for small businesses



#### **Case: Amazon Saheli & Karigar**

*Amazon Karigar (for weavers and artisans) and Amazon Saheli (for women entrepreneurs) to register 3.2X and 2.1X growth, respectively, when compared to pre-COVID sales.*

*Amazon Saheli is a special initiative started by Amazon to encourage women entrepreneurs in India. The program's objective is to drive women empowerment by enabling them to sell products on the Amazon marketplace. Under this initiative, Amazon has also designed a special online store Amazon Saheli to sell products by women-led businesses. In this store, you'll find all types of products produced by women like handicraft, handloom, accessories, jewellery, and more.*

*How to create a seller account on Amazon Saheli? What are the benefits provided by Amazon to Saheli seller?*

#### III: Reach out to e-commerce portals for bringing products to customers

- ◆ Identify the key platforms to bring business online

- ◆ Create message consistency to all platforms for promotions
- ◆ Rely on product uniqueness, cultural significance and the right story for the product differentiation



#### *Case Study: DealShare -New Way to Shop for Bharat*

*DealShare is a social commerce platform that runs on an idea similar to China's Pinduoduo—bringing together the best deals on several products to those in the middle- and low-income segment. It is a simple interface where a customer can scroll through a feed to browse through different products, with some categorization. If a customer likes something, she can order with a single click. With our innovative DealShare Dost (DSD) programmer, DealShare is able to engage micro-entrepreneurs in logistics and reduce last-mile delivery costs significantly. The tech platform comprising the delivery app and DSD panel allows for efficient handover, accounting, and delivery to customers.*

#### IV: Selection of Tools and active customer engagement

##### **ACTIVITY:** Instructions /Worksheet

#### KEY LEARNINGS

Key Learnings: Group should be able to identify the learning and ways to bring their own business online and reaching out to the e-commerce portal for market reach.



#### PRESENTATION

Pointers : Social Media tools, e-commerce , customer engagement



#### RESOURCES

Case on Amazon Saheli & Karigar, Pre-reads

## TOPIC 9 : RURAL MARKETING



### OBJECTIVES

To create awareness, accessibility, affordability and acceptability to market



### METHODOLOGY

Explanation/ Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

#### I: Rural Marketing landscape in Northeast for creating access (20 Minutes)

This section will discuss the 4A's of Rural Marketing- Availability, Affordability, Acceptability and Awareness.



#### Short Case: Daniel Syiem's Ethnic Fashion House

*The handwoven Eri silk fabric, or Ryndia as it is known in Khasi, which Daniel Syiem has promoted, has also brought the weavers of Meghalaya into the limelight. The Store stocks designer artisanal products and fashion wear using handwoven heritage fabrics, mainly from the Ryndia and traditional techniques from Meghalaya and other North-Eastern states.*

*In a world where most things are mass-produced, the store believes in creating unique hand made products that match the seasons and are, above all, environment friendly. These products are perfect for personal grooming and for gifting. Buying these products means indirectly supporting the local weavers and artisans and the ecology.*

#### II: Premium (Specialised) linking with the right market, positioning and volume, time of work for rural weaving (20 Minutes)

- ◆ Product creation and launch, new designs that are contemporary, branding and packaging.
- ◆ This portion to be covered by a field expert who has rightly linked the market to the rural weavers.

#### III: Niche branding (30 Minutes)

Niche branding, also called narrow branding, is connecting with your audience (customers and prospects) in a targeted way that focuses on their needs and circumstances, not on you or your product.



#### Case: Suta -Sustainable Saree Brand

*Launched in 2016, Suta was the brainchild of sisters Sujata and Taniya Biswas. They had the dream of reinstating the traditional saree as the go-to daily wear. Handcrafted by over 50 weavers from across the country, their sarees always come with a unique personal touch. Over the last few years, the Suta brand has become well-established in the traditional Indian wear segment. Su and Ta express it best when they say “We make sarees that a 3-year-old to a 100-year-old can drape. It’s fuss-free.”*

### III: Discuss the product extensions, a brand story to make a niche brand. (20 Minutes)

Frame your Brand – While planning your niche brand, you must keep in mind some important things about your business. These are:

- ◆ Who is your target client, prospect, or customer?
- ◆ How will you be introduced to or approach these people?
- ◆ What are their biggest burdens and the problems they face?
- ◆ How do you intend to affect these, and/or how can you solve their problems?
- ◆ What makes your offer better than your competitor’s?

#### ACTIVITY: Instructions /Worksheet

#### KEY LEARNINGS

Participants will learn about niche brand building to create a lasting impression and develop you as a name in your niche. Soon, those in your target niche will recognize you and your company as a respected authority.



#### PRESENTATION

Niche brands, awareness, accessibility, affordability and acceptability



#### RESOURCES

Case on Daniel Syiem’s ethnic store , Suta Saree and pre-reads



# ENTERPRISE COMPETENCIES

## ENTREPRENEURIAL SKILLS, REGULATORY ENVIRONMENT AND SUPPORT SYSTEM

This module covers the core competencies required for social entrepreneurs that act as the supporting system for the overall working in the business environment. The participants will learn the legal compliances related to MSMEs. They will also understand their specific rights as MSME suppliers to Specified companies.

Another section on understanding the Human Resource development and management. This section would understand problem orientation and identification of the problem by the participants. Human Resource Development Management is one of the essential resources for any organization and its development, that is, if the organization is self-motivated and growth-oriented. The objective is to identify the problems, go with problem -solving approach and possess strong communication skills will help you in many facets of your life and most certainly, in the workplace.

Schemes and Policies creates a support system for social entrepreneurs and learn how to reap the total benefit of the schemes and programmes and how to correctly plan and procure the enterprise.

Stakeholder Management is the process by which you identify your key stakeholders and win their support. Each participant would be asked to map relevant stakeholders and understand key stakeholders to plan for resource mobilization. This section would cover the idea of how clusters cater to the needs by providing knowledge of the local throng of the area, skills, workers and resources of production, which help them to survive the competitive market and achieve higher economies of scale as compared to non-cluster organizations. These clusters, though multifarious, have the capability to magnetize the resources and efficient workers from distant locations as well.

In conclusion, project management as an important aspect to define standardized procedures, Standardized training and co-create strategies for on-field training. Each participant understands that the nature of the intelligence and knowledge base to work in this world is far broader than simply analytic.

## TOPIC 1: LEGAL STRUCTURE AND COMPLIANCE



### OBJECTIVES

To introduce the need for legal compliance for MSMEs



### METHODOLOGY

Explanation/ Activity Based /Paper



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: Activity: Ask the participants to jot down the legal compliances of the business they are required to do. (15 Minutes)**

Compile the inputs given by participants on Board (15 Minutes)

- II: Introduce the compliances required for MSMEs**

MSME Form 1 is a mandatory compliance for the specified companies, which are defined in Section 9 of the MSMED (Micro, Small and Medium Enterprises Development) Act. These specified companies file the MSME Form 1 on a half-yearly basis to the MCA (Ministry of Corporate Affairs)

- III: Discuss the following points. (60 Minutes)**

- ◆ What is the Return Periodicity of MSME Form 1?
- ◆ Issues MSMEs must tackle to ensure compliances
- ◆ What are the responsibilities of the Specified Companies after the MSME Registration?
- ◆ The specifications of the Liability include:
- ◆ What is the Due Date of MSME Form 1?
- ◆ Extension of the Due Date
- ◆ What is the Penalty for not complying with these standards?

### ACTIVITY: Instructions

### KEY LEARNINGS

The participants will learn the legal compliances related to MSMEs. They will also understand their specific rights as MSME suppliers to Specified companies.



## PRESENTATION

legal entity, intellectual  
property



## RESOURCES

Reading material



## TOPIC 2: HUMAN RESOURCE DEVELOPMENT & MANAGEMENT

**Objective: To focus on problem-solving skills and communication skills**

### SESSION PLAN1: PROBLEM SOLVING SKILLS

Human Resource Development Management is one of the essential resources for any organization and its development, that is, if the organization is self-motivated and growth-oriented. Unlike the other essential resources that the organization works with, human resource is most potential and capable of helping the organization grow and develop in the right direction. Human resource is a collective term for a number of functions that guide the organization towards attaining value and organizational growth through its agency staff, employees, and vendors.



#### OBJECTIVES

Introduce Participants to learn problem-solving techniques



#### METHODOLOGY

Explanation/  
Discussion/ Case study



#### SESSION MATERIAL

White Board/ Marker

This section would understand problem orientation and identification of the problem by the participants. Followed by analyzing how the generation of solutions is important for the participants with alternatives for decision making. It is further suggested to discuss solution implementation and solution verification.

**ACTIVITY:** Instructions /Worksheet

#### KEY LEARNINGS

Problem-solving skills help you determine why an issue is happening and how to resolve that issue. It's one of the key skills that employers seek in job applicants. Problem-solving starts with identifying the issue, coming up with solutions, implementing those solutions, and evaluating their effectiveness.



## PRESENTATION

Problem Solving  
orientation & skills



## RESOURCES

Reading links below

- ✓ <https://www.lifehack.org/articles/productivity/6-ways-to-enhance-your-problem-solving-skills.html>
- ✓ <https://ryanstutorials.net/problem-solving-skills/>

### ACTIVITY 1: Aids to Problem Solving.

Engage Participants in making a list of aids that humans have developed to help them solve problems. For each aid, Participants are to give an example of the type of problem the aid helps solve. An alternative approach to this and to each whole class discussion or brainstorming exercise is to have the activity done in groups of three or four.

Now engage students in a categorization process. The aids can be categorized in many ways, such as:

- Easy to learn to use versus requires a lot of training in order to learn how to use.
- Cheap versus expensive.
- Aids to the mind versus aids to the physical body.
- Creates few new problems versus creates many new problems.

Now focus attention just on the aids to the human mind that were listed above. For each aid that is listed, focus added discussion on what types of problems the aid helps to solve.

Closure : Depending on the problem, the cost and the level of effort, we have to be true to the level warranted. This is not being pessimistic. Explore things with an honest process, and I believe most things will work out for you. Learning the skill and techniques of problem solving will last you a lifetime. Employers will pay a premium for people who have learned how to solve problems. Entrepreneurs and people following their passion have this in common. They tend to focus on overcoming their obstacles using techniques they have mastered through experience.

## SESSION PLAN 2: COMMUNICATION SKILLS

No matter where an employee falls in the organizational hierarchy, communication skills are vital to succeed, lead, manage, sell, collaborate, etc. Every email someone sends, phone call someone makes, or conversation someone has utilizes communication skills.



## OBJECTIVES

Identify vocal factors that contribute to effective communication and indicate how actively engaging the audience contributes to effective communication.



## METHODOLOGY

The lesson will begin with an overview of the session and discuss the importance of effective communication. The participants will then learn about the communication process and review communication basics. Participants will complete a self-assessment of their listening skills and consider how nonverbal communication impacts one's effectiveness in transmitting and receiving messages.

The instructor will review methods for using your voice to improve your communication skills and present strategies for engaging the audience. Participants will discuss the purposes of open-ended and direct questions. The participants will conclude the lesson by completing a self-assessment of their communication skills.



## SESSION MATERIAL

White Board/ Marker



## STEPS

TOPIC	TIME
Effective Communication	15 minutes
The Communication Process	5 minutes
Communication Basics	5 minutes
Listening	5 minutes
Communicating Nonverbally	5 minutes
Using Your Voice	10 minutes
Activity: Using Your Voice	10 minutes
Engaging the Audience	10 minutes
Open-Ended vs Direct Questions	5 minutes
Activity: Analyze Your Basic Communication Skills	15 minutes
Summary and Transition	5 minutes

## KEY LEARNINGS

Possessing strong communication skills will help you in many facets of your life and most certainly, in the workplace. Good communication helps create better teams, positive experiences with those we interact with, and are critical for leadership. There are numerous tactics and techniques to be used to improve communication skills.



## PRESENTATION

Communication types , skills and Self-assessment



## RESOURCES

Reading/link etc

- ✓ <https://www.thebalancecareers.com/communication-skills-list-2063779>
- ✓ <https://www.habitsforwellbeing.com/9-effective-communication-skills/>

### ACTIVITY: INSTRUCTIONS /WORKSHEET

#### ACTIVITY 1: Using your Voice

**Purpose:** The purpose of this activity is to become aware of your own nonverbal language.

**Time:** 10 minutes

**Instructions:**

- Record 1 Minutes presentation video of your own on any issue with your partner.
- Listen to your voice without looking at the video screen.
- Evaluate your performance using the following questions.

**Consider these questions:**

- Does my voice project well enough to be heard clearly at the back of the room?
- How are my pitch, tone, and pace?
- Would lowering the pitch help me project better and sound more confident?
- Are the tone and pace varied enough to sustain interest?
- Overall, does my vocal demeanor match the message I am trying to convey?
- What improvements could I work on to communicate more effectively?

#### ACTIVITY 2: Analyze your basic communication skills

**Purpose:** The purpose of this activity is to analyze your basic communication skills.

**Time:** 10 minutes

**Instructions:**

- Review the job aid on basic communication skills, located on the following pages.
- Analyze your own strengths and areas for improvement in each basic skill area.

**Instructor Note:** Give the participants 10 minutes to complete this activity. After 10 minutes, ask for volunteer participants to share what they have discovered.

**Closure/ Wrap up:** Give the participants 10 minutes to complete this activity. After 10 minutes, ask for volunteer participants to share what they have discovered.

## TOPIC 3 : SCHEMES AND POLICIES



### OBJECTIVES

To simplify schemes and policies to benefit social entrepreneurs



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker/  
sheets



### STEPS

#### I: Awareness, access, assistance

To provide the opportunities for learning about the various schemes and programmes under the Government of India by offering individuals formal training, business plan development, guidance and follow-up during their own business idea implementation using the aids of MSME

#### II : Application process-tool kits

#### III: To facilitate procedural support and information

How to develop an idea to a viable project or a start-up, securing, procuring and funding options. The aim is to help enable the students to understand the importance of self-sustenance and employability.

**ACTIVITY:** In a group, enlist all the schemes participant has applied for, received benefits and for how long. Additional beneficial schemes, as discussed in the session can be added as a potential scheme to apply for. Lastly, one representative from each group will write the schemes list from each group on the white board.

### KEY LEARNINGS

Participants will learn how to reap the total benefit of the schemes and programmes and how to correctly plan and procure the enterprise



### PRESENTATION

Central government, State government schemes and policies



### RESOURCES

- ✓ [https://msme.gov.in/sites/default/files/MSME\\_Schemes\\_English\\_0.pdf](https://msme.gov.in/sites/default/files/MSME_Schemes_English_0.pdf)
- ✓ <http://www.dcmsme.gov.in/SAMACHAR/eBook%20of%20Schemes%20for%20MSMEs.pdf>

## TOPIC 4 : STAKEHOLDER MANAGEMENT AND RESOURCE MOBILISATION



### OBJECTIVES

To understand key stakeholders and plan for resource mobilisation



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: **Stakeholder analysis, partnership & linkages, competencies to negotiate**  
Stakeholder Management is the process by which you identify your key stakeholders and win their support. Stakeholder Analysis is the first stage of this, where you identify and start to understand your most important stakeholders. The first stage of this is to brainstorm who your stakeholders are. The next step is to prioritize them by power and interest and to plot this on a Power/Interest grid. The final stage is to get an understanding of what motivates your stakeholders and how you need to win them around.
- II: **Emphasis on Collectivisation approach and resource sharing**  
Each participant can talk about specific clusters in their state or product category. Further, best practices on resource sharing and how collective approach helps them in higher output to be discussed.
  - ◆ Establishment of Common Facility Centre for Yarn dyeing
  - ◆ Establishment of Common Facility Centre for fabric processing
  - ◆ Introduction of design development product diversification
  - ◆ Imparting training to the Weavers/dyers
- III: **Incubators and social impact investors list /investment criteria by the social impact investor**



#### ***Sualkuchi- Manchester of Assam***

*Sualkuchi is having a long tradition of silk weaving and is a prime centre for the silk handloom industry of Assam. The Sualkuchi weavers produce traditional mekhela-chaddars, saris, gamchhas, and dress materials, by using different types of silk yarn like muga, eri, mulberry and tussar, in which cotton and linen are now new additions. Sualkuchi has good linkages with the local market, and within the state and nearby states, as well as throughout the country.*

*The Sualkuchi handloom cluster covers 340 weavers working devotedly towards their progress. The 'Consortium of Sualkuchi (East) Cluster' has 20 Self Help Groups (SHGs), which are directly involved in the marketing of weavers' products, in consultation with the consortium. y way of product diversification, the weavers have started producing cotton/cotton and cotton/linen shirting and dress materials, in addition to women's garments. The design expansion initiative has included mekhela-chaddars and saris made of mulberry silk, with extra weft designs. In year, 2014-15, the cluster has set up an automatic motorised bobbin-winding machine. In the last 2 years 20 weavers have received training in dyeing, while 20 have been trained in design under the skill upgradation programme, along with managerial training courses for 50 members. Due to technical improvisations, creating intricate designs and translating them into fabric became easy, along with considerable improvements in quality. The weavers have participated in India International Handwoven Fair in Chennai, the North East festival in Delhi, and have attended the Expo at Mumbai. Initiatives like the exposure visit to Gopalpur in Odisha turned out to be most beneficial since the weavers learnt new techniques.*

*Source: <https://pibindia.wordpress.com/2017/08/03/sualkuchi-manchester-of-assam>*

Resource Person: An expert would speak about the investment schemes for entrepreneurial initiatives from public and private sector both. Discuss how the following challenges faced by weavers can be supported by resource mobilisation.

- Discrete and unstructured output
- The lower scale of production and economies
- Lower quality standards
- Sluggish credit support
- Lower preference to this particular sector
- Marketing hitch-ups
- Obsolete technology

### KEY LEARNINGS

This section would cover the idea of how clusters cater to the needs by providing knowledge of the local throng of the area, skills, workers and resources of production, which help them to survive the competitive market and achieve higher economies of scale as compared to non-cluster organizations. These clusters, though multifarious, have the capability to magnetize the resources and efficient workers from distant locations as well.



### RESOURCES

- ✓ <http://www.handlooms.nic.in/writereaddata/2486.pdf>
- ✓ [https://www.startupindia.gov.in/content/sih/en/government-schemes/Mega\\_cluster.html](https://www.startupindia.gov.in/content/sih/en/government-schemes/Mega_cluster.html)
- ✓ <https://www.fibre2fashion.com/industry-article/4956/handloom-cluster-development>

## TOPIC 5: PROJECT MANAGEMENT



### OBJECTIVES

Development of standard operational procedures (technical plus field inputs)



### METHODOLOGY

Explanation/  
Discussion/ Case study



### SESSION MATERIAL

White Board/ Marker



### STEPS

- I: To create SoP through experts to teach how to identify quality factors and control factors to create product standardisation

List down the key operational challenges and how attaining operational efficiency through well-laid processes can help in product value creation

#### Value Creation Chart: How value is created for stakeholders ?

STAKEHOLDER	CREATED VALUE FOR?	HOW VALUE FOR OTHERS CREATED?	FINANCIAL/ SOCIAL/ CULTURAL VALUE	ROUTINE/ EXPLORATIVE

The Project Management Competency Development Framework (PMCDF) “identifies competencies in three dimensions – Knowledge, Performance and Personal” (Project Management Institute, 2002).

Switching over to the marketable varieties and better value-added products such as home furnishings, foot-mats, made-ups, kitchen materials, other utility items, etc., is also a major step to grab the consumer market keeping in mind their tastes and preferences.

- II: Standardized training and co-create strategies for on-field training creation of SoP
- III: Digital Solutions for Business Operations
- Operational Excellence >Strategic Focus >Inspirational leadership
- Presentation:** Operational excellence, customer centricity and digital solutions




## KEY LEARNINGS

Each participant understand that the nature of the intelligence and knowledge base to work in this world is far broader than simply analytic.



## TRAINING HANDOUTS : PARTICIPANTS

### MODULE 1: ENTREPRENEURIAL ORIENTATION: STRATEGY FOR COMPETITIVE ADVANTAGE

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
Sectoral Analysis	Designing smart economic model for north east	 Smart Economic Model.pptx
Entrepreneurial profiling	Understanding Entrepreneurship	 Entrepreneurship.docx
Transformational Leadership	Context for Transformational Leadership	<a href="https://www.youtube.com/watch?v=rT4XW9ogHD0">https://www.youtube.com/watch?v=rT4XW9ogHD0</a>
	Overview of leadership with a focus on transformational Leadership	<a href="https://www.youtube.com/watch?v=-S7j2ZpwExc">https://www.youtube.com/watch?v=-S7j2ZpwExc</a>
	The Transformational Leader and Change	<a href="https://www.youtube.com/watch?v=8HMP56_mu_g">https://www.youtube.com/watch?v=8HMP56_mu_g</a>
Achieving Personal and Organizational Excellence	Aligning personal and organizational goal for success	<a href="https://www.youtube.com/watch?v=L4N1q4RNI9I">https://www.youtube.com/watch?v=L4N1q4RNI9I</a>
	Managing stress and learning from entrepreneurial failures	<a href="https://www.youtube.com/watch?v=-M9i3-QhWzg">https://www.youtube.com/watch?v=-M9i3-QhWzg</a>
	Self-transformation (Inner circle as a tool)	<a href="https://www.youtube.com/watch?v=gLt_yDvdeLQ">https://www.youtube.com/watch?v=gLt_yDvdeLQ</a>
Business Model Innovation	Understanding entrepreneurship innovation	 Entrepreneurs innovation.pptx
Entrepreneurial competitiveness (Local, National, and Global)	Understanding the trade theories, and global entrepreneurship	 Theories of Trade .pptx

## TOPIC 1: SECTORAL ANALYSIS

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### Reference reads –

Economic Profile Report IBEF: [https://www.ibef.org/download/North\\_Eastern\\_States\\_140109.pdf](https://www.ibef.org/download/North_Eastern_States_140109.pdf)

Report on Blooming NER: [https://www.ibef.org/download/blooming\\_Northeast.pdf](https://www.ibef.org/download/blooming_Northeast.pdf)

### Designing smart economic model for north east

- I. Resources of the north eastern states
- II. Socio - economic profile of north east
- III. Contribution of north east to the country
- IV. Fibre sector in the north east

## TOPIC 2: ENTREPRENEURIAL PROFILING

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### Reference read –

Entrepreneurial Diagnostic Ecosystem Toolkit by Aspen Network of Development Entrepreneurs 2013.

Book chapter: The life Cycle of Entrepreneurship (<http://cws.cengage.co.uk/stokeswilsonmador/Erratum%20CH6%20lowres.pdf>)

Entrepreneurial Diagnostic Ecosystem Toolkit by Aspen Network of Development Entrepreneurs 2013.

Book chapter: The life Cycle of Entrepreneurship (<http://cws.cengage.co.uk/stokeswilsonmador/Erratum%20CH6%20lowres.pdf>)

### Understanding Entrepreneurship

- I. Meaning of entrepreneurship
- II. Types of entrepreneurship
- III. Stages of entrepreneurship
- IV. Pros and Cons of entrepreneurship
- V. Sustainable entrepreneurship

## TOPIC 3 : TRANSFORMATIONAL LEADERSHIP

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### Session Topic: Context for Transformational Leadership

- More reference reads – Reading notes with source link <https://www.verywellmind.com/what-is-transformational-leadership-2795313>
- <https://www.northeastern.edu/graduate/blog/transformational-leadership/>
- Pre-Read for session
  - ◆ Conceptual Based- <https://www.mindtools.com/pages/article/transformational-leadership.htm>



- ◆ Application Based readings - <https://www.cio.com/article/2384791/careers-staffing-how-to-apply-transformational-leadership-at-your-company.html>
- ◆ Discussion - <https://www.youtube.com/watch?v=rT4XW9ogHD0>

#### **Session Topic: Overview of leadership with a focus on transformational Leadership**

- More reference reads – Reading notes with source link <https://www.indeed.com/career-advice/career-development/leadership-styles-and-theories>
- Pre-Read for session
  - ◆ Conceptual Based - <https://www.managementstudyguide.com/leadership-theories.htm>
  - ◆ Application Based readings - <https://www.educba.com/leadership-theories-at-workplace/>
  - ◆ Discussion - <https://www.youtube.com/watch?v=-S7j2ZpwExc>

#### **Session Topic: The Transformational Leader and Change**

- More reference reads – Reading notes with source link <https://blog.smarp.com/transformational-leadership>
- Pre-Read for session
  - ◆ Conceptual Based- <https://opentextbc.ca/organizationalbehavioropenstax/chapter/transformational-visionary-and-charismatic-leadership/>
  - ◆ Application Based readings - <https://www.michiganstateuniversityonline.com/resources/leadership/4-is-of-transformational-leadership/>
  - ◆ Discussion - [https://www.youtube.com/watch?v=8HMP56\\_mu\\_g](https://www.youtube.com/watch?v=8HMP56_mu_g)

## TOPIC 4: ACHIEVING PERSONAL & ORGANIZATIONAL EXCELLENCE

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### Session Topic: *Aligning personal and organizational goal for success*

- More reference reads – Reading notes with source link <https://blog.inspiresoftware.com/reasons-need-thinking-about-goal-alignment>
- Pre-Read for session
  - ◆ Conceptual Based- <https://www.duuoo.io/post/the-importance-of-meaningfully-aligning-individual-and-team-goals>
  - ◆ Application Based readings - <https://9principles.com/learning/set-aligned-goals/>
  - ◆ Discussion - <https://www.youtube.com/watch?v=L4N1q4RNi9I>

### Session Topic: *Managing stress and learning from entrepreneurial failures*

- More reference reads – Reading notes with source link <https://blog.inspiresoftware.com/reasons-need-thinking-about-goal-alignment>
- Pre-Read for session
  - ◆ Conceptual Based- <https://onlinelibrary.wiley.com/doi/full/10.1111/emre.12426>
  - ◆ Application Based readings - <https://www.wbs.ac.uk/news/four-ways-entrepreneurs-cope-with-the-fear-of-failure/>
  - ◆ <https://www.thebalancesmb.com/how-to-overcome-small-business-failure-4142683>
  - ◆ Discussion - <https://www.youtube.com/watch?v=-M9i3-QhWzg>

### Session Topic: *Self-transformation (Inner circle as a tool)*

- More reference reads – Reading notes with source link <https://www.psychologytoday.com/us/blog/mindfulness-wellbeing/201910/what-is-the-most-important-activity-self-transformation>
- Pre-Read for session
  - ◆ Conceptual Based- <https://medium.com/the-ascent/5-significant-lessons-from-my-personal-transformation-4aa758fe317>
  - ◆ Application Based readings - <https://sourcesofinsight.com/my-story-of-personal-transformation/>
  - ◆ Discussion - [https://www.youtube.com/watch?v=gLt\\_yDvdeLQ](https://www.youtube.com/watch?v=gLt_yDvdeLQ)

## TOPIC 5: BUSINESS MODEL INNOVATION

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Reading : Four paths to Business Model Innovation by Kiran Girotra and Serguei Netessine (<https://hbr.org/2014/07/four-paths-to-business-model-innovation>)

Reading : Reinventing Your Business Model by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann (<https://hbr.org/2008/12/reinventing-your-business-model>)

Understanding entrepreneurship management, and entrepreneurship innovation

- I. Definition of a business model
- II. Preparation of a business model

- III. Managing entrepreneurship
- IV. Innovation and its application

## TOPIC 6: ENTREPRENEURIAL COMPETITIVENESS (LOCAL, NATIONAL AND GLOBAL)

Case Study: A Detailed Analysis of Anand Milk Union Limited (Amul) in India - [https://www.worldwidejournals.com/indian-journal-of-applied-research-\(IJAR\)/recent\\_issues\\_pdf/2014/February/February\\_2014\\_1391259424\\_a81fc\\_177.pdf](https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/recent_issues_pdf/2014/February/February_2014_1391259424_a81fc_177.pdf)




National Dairy Development Board - <https://journals.sagepub.com/doi/pdf/10.1177/0256090919960205>

Understanding the trade theories, and global entrepreneurship


Pointers:

- I. Familiarization with the basic theories of trade
- II. Understanding competition in different markets
- III. Importance of going global
- IV. Challenges and opportunities of global entrepreneurship

## MODULE 2: ENTREPRENEURIAL MANAGEMENT: MANAGING FUNDS, VALUE CHAIN AND WAYS OF DOING BUSINESS (ENTERPRISE FINANCE & OPERATIONS)

TOPIC	CONTENT DETAILS	HYPERLINK/WEBLINK
Basics of Accounting	business as a legal entity, book keeping, accounts concept	 Forms of organization. pptx  Worksheet 1. docx <a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a> <a href="https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view">https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view</a>
Introduction to Book Keeping	Journal, Ledger, Types of accounts	<a href="https://www.mheducation.co.in/management-accounting-9789352606788-india">https://www.mheducation.co.in/management-accounting-9789352606788-india</a> <a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a> <a href="https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view">https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view</a>  Worksheet 2. docx

TOPIC	CONTENT DETAILS	HYPERLINK/WEBLINK
Concept of Trading account and Trial balance	Trading Account/Trial balance, Assets & liabilities	<a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a> <a href="https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view">https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view</a>
Introduction to Financial Statements	Financial Statements , profit & loss Account, Balance sheet	<a href="https://nptel.ac.in/courses/110/101/110101131/">https://nptel.ac.in/courses/110/101/110101131/</a> <a href="https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view">https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view</a>  Worksheet 3. docx
Costing: Types cost, Overheads, Apportionment of overheads	direct and indirect costs, overheads	<a href="https://nptel.ac.in/courses/110/101/110101132/">https://nptel.ac.in/courses/110/101/110101132/</a> <a href="https://drive.google.com/file/d/1p57jsx5ZHZU0oSb5qraNoYhi8M3vWE27/view">https://drive.google.com/file/d/1p57jsx5ZHZU0oSb5qraNoYhi8M3vWE27/view</a>
Costing: Batch Costing, variable cost, fixed costs, step costs & nominal costs	Fixed cost, variable costs, step costs & nominal costs	<a href="https://nptel.ac.in/courses/110/101/110101132/">https://nptel.ac.in/courses/110/101/110101132/</a> <a href="https://drive.google.com/file/d/1p57jsx5ZHZU0oSb5qraNoYhi8M3vWE27/view">https://drive.google.com/file/d/1p57jsx5ZHZU0oSb5qraNoYhi8M3vWE27/view</a>
Raising Capital	revenue model, market conditions, raising capital Case- Bamboo Dreams	 Bamboo Case.docx
Cash Management & Budgeting	cash revenues, budgeting, pricing Case - Shehnaz Hussain Case - Suguna Poultry	 Suguna Poultry.docx  Shehnaz Case.docx <a href="https://www.youtube.com/watch?v=UuOZScal-ps">https://www.youtube.com/watch?v=UuOZScal-ps</a>
Export Markets	domestic and foreign markets, registration Case-Gahaya Links	 Chaya Case.docx
Value Chain Management	value chain, product portfolio, inventory Case - Pitambri	 Pitamri Case.docx
Micro Finance, Micro-Entrepreneurship & Cluster Development	Case- Jay Hanuman Krushak Kalyan Sangh	 Jai Hanuman Case.docx

TOPIC	CONTENT DETAILS	HYPERLINK/WEBLINK
Dynamic business model (Special emphasis on hyperlocal models)	design thinking concept, business model canvas, innovative models	 How to Pivot Successfully in Busine.

## TOPIC 1: BASICS OF ACCOUNTING

More reference reads

Reading: Management Accounting, Khan and Jain, Tata Mcgrawhill <https://www.mheducation.co.in/management-accounting-9789352606788-india>

- ◆ Conceptual Based -<https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXArelp67qs/view>
- ◆ Application Based readings - <https://nptel.ac.in/courses/110/101/110101131/>
- ◆ Discussion - Refer PPT Forms of Business Organization & Prepare Worksheet 1 with details from your enterprise

## TOPIC 2: INTRODUCTION TO BOOK KEEPING

Reference Reading : Management Accounting, Khan and Jain, Tata Mcgrawhill

<https://www.mheducation.co.in/management-accounting-9789352606788-india>

- ◆ Conceptual Based <https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXAreIp67qs/view>
- ◆ Application Based readings - <https://nptel.ac.in/courses/110/101/110101131/>
- ◆ Discussion - Prepare Worksheet 2 with details from your enterprise

## TOPIC 3 : CONCEPT OF TRADING ACCOUNT AND TRIAL BALANCE

Reading: Management Accounting, Khan and Jain, Tata Mcgrawhill

<https://www.mheducation.co.in/management-accounting-9789352606788-india>

- Conceptual Based <https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXAreIp67qs/view>
- Application Based readings
- <https://nptel.ac.in/courses/110/101/110101131/>
- Discussion - Prepare Worksheet 1 & 2 with details from your enterprise

## TOPIC 4 : INTRODUCTION TO FINANCIAL STATEMENTS

Reading: Management Accounting, Khan and Jain, Tata Mcgrawhill

<https://www.mheducation.co.in/management-accounting-9789352606788-india>

- Conceptual Based <https://drive.google.com/file/d/1F6WAmKsmpWtrgN4cihRKuVXAreIp67qs/view>

- Application Based readings - <https://nptel.ac.in/courses/110/101/110101131/>
- Discussion - Refer PPT Forms of Business Organization & Prepare Worksheet 3 with details from your enterprise

### TOPIC 5 : COSTING: TYPES COST, OVERHEADS, APPORTIONMENT OF OVERHEADS

Reference Reading: Introduction to Management Accounting, Horngren, Sundem, Burgstahler and Schatzberg: Pearsons 16th Edition

- ◆ Conceptual Based <https://drive.google.com/file/d/1p57jsx5ZHZU0oSb5graNoYhi8M3vWE27/view>
- ◆ Application Based readings - <https://nptel.ac.in/courses/110/101/110101132/>
- ◆ Based readings – Refer to Curriculum
- ◆ Discussion - Changing costing paradigm and tools

### TOPIC 6 : COSTING: BATCH COSTING, VARIABLE COST, FIXED COSTS, STEP COSTS & NOMINAL COSTS

Reference Reading: Introduction to Management Accounting, Horngren, Sundem, Burgstahler and Schatzberg: Pearsons 16th Edition



- ◆ Conceptual Based <https://drive.google.com/file/d/1p57jsx5ZHZU0oSb5qraNoYhi8M3vWE27/view>
- ◆ Application Based readings
- ◆ <https://nptel.ac.in/courses/110/101/110101132/>
- ◆ Discussion- Prepare a list of Cost Elements of your Enterprise and classify them

## TOPIC 7 : RAISING CAPITAL

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Reference Reading: Introduction to Management Accounting, Horngren, Sundem, Burgstahler and Schatzberg: Pearsons 16th Edition

- ◆ Conceptual Based- <https://bandhanbank.com/business-banking>
- ◆ Application Based readings -<https://indianmicrofinance.com/micro-finance-company-india/>
- ◆ <https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>

## TOPIC 8 / 9: CASH MANAGEMENT & BUDGETING

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Principles and Practice of Cost Accounting, Ashish K Bhattacharya, PHI <https://www.phindia.com/Books/BookDetail/9788120325555/principles-and-practice-of-cost-accounting-bhattacharyya>

- ➔ Conceptual Based- Reading notes with source link <https://www.shahnaz.in/brand-story/>
  - ◆ Application Based readings - <https://sugermint.com/success-story-of-shahnaz-husain-female-entrepreneurs/>
  - ◆ <https://yourstory.com/2010/10/shahnaz-husain-on-her-entrepreneurial-journey-in-a-candid-conversation-with-yourstory-in/amp>
  - ◆ <https://www.shahnaz.in/brand-story/>
  - ◆ [https://www.livelihoods-india.org/uploads-livelihoodsasiasubsection\\_data/energising-rural-india-through-contract-farming-integration-model-in-the-poultry-sector-the-case-of-suguna-poultry-farms-by-ananthi-rajayya.pdf](https://www.livelihoods-india.org/uploads-livelihoodsasiasubsection_data/energising-rural-india-through-contract-farming-integration-model-in-the-poultry-sector-the-case-of-suguna-poultry-farms-by-ananthi-rajayya.pdf)

## TOPIC 10 : EXPORT MARKETS

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Reference Reading: Principles and Practice of Cost Accounting, Ashish K Bhattacharya, PHI <https://www.phindia.com/Books/BookDetail/9788120325555/principles-and-practice-of-cost-accounting-bhattacharyya>

- ◆ Conceptual Based- Case Gahaya Link. <https://www.dgft.gov.in/CP/>
- ◆ Readings –<https://www.newtimes.co.rw/section/read/228283>  
<https://globalgoodspartners.org/collections/gahaya-links>  
<https://www.deccanherald.com/content/289900/a-basketful-hope.html>  
<https://gahayalinks.com/2015/12/work-life-balance-doesnt-have-to-be-so-complicated-a-lesson-from-rwandan-basket-weavers/>

<https://www.lionessesofafrica.com/blog/?offset=1439977832759>

<https://www.youtube.com/watch?v=h6XZfX9OdyU&list=PLCd2gUXLr3oxTK4eZbcdssU5YKhJGw6ZV>

- ◆ Discussion: Identify the resources for networking to access new markets and understand linkages

## TOPIC 11 : VALUE CHAIN MANAGEMENT

Reference Reading: Micro Finance. Debadutta K. Panda, Wiley <https://www.wileyindia.com/understanding-microfinance.html>

Reading : <https://indianmicrofinance.com/micro-finance-company-india/>

<https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>

<https://bandhanbank.com/business-banking>

- ◆ Conceptual Based- Micro Finance. Debadutta K. Panda, Wiley
- ◆ Case Pitambari
- ◆ Application Based readings –
- ◆ Reading : <https://indianmicrofinance.com/micro-finance-company-india/>  
<https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>  
<https://bandhanbank.com/business-banking>
- ◆ Discussion: Identify the linkages in your enterprise to strengthen the product line, new customers and access new markets.

## TOPIC 12 : MICRO FINANCE, MICRO-ENTREPRENEURSHIP & CLUSTER DEVELOPMENT

**Reading :** <https://indianmicrofinance.com/micro-finance-company-india/>

<https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>

<https://bandhanbank.com/>

- ◆ **Conceptual Based** – Micro Finance. Debadutta K. Panda, Wiley  
Case – Jay Hanuman Krushak Kalyan Sangh  
<https://indianmicrofinance.com/micro-finance-company-india/>  
<https://bandhanbank.com/>
- ◆ **Application Based readings** –  
<https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>  
<https://www.findevgateway.org/case-study/2005/01/shg-revolution-paradigm-shift-case-study-jay-hanuman-krushak-kalyan-sangh>
- ◆ **Discussion** : Identify Self help groups in your connection and discuss their strategies.




## TOPIC 13 : DYNAMIC BUSINESS MODEL (SPECIAL EMPHASIS ON HYPERLOCAL MODELS)



Reference Reading : How to Pivot successfully in Business (Forbes, 2020)

<https://www.forbes.com/sites/theyec/2020/07/03/how-to-pivot-successfully-in-business/?sh=7c0eee687316>

- ◆ Conceptual Based- Reading: Why Design Thinking Should Be At The Core Of Your Business Strategy Development (Forbes, 2014) <https://www.forbes.com/sites/lawtonursrey/2014/06/04/14-design-thinking-esque-tips-some-approaches-to-problem-solving-work-better-than-others/?sh=121c03051627>
- ◆ Application Based readings - <https://www.forbes.com/sites/abdoriani/2020/07/30/how-to-implement-design-thinking-in-your-startup/?sh=3df9f1d52fe9>
- ◆ Discussion - Embedding Innovation – Design thinking for small enterprises

### MODULE 3: ENTREPRENEURIAL MARKETING: FOCUSING ON MARKET ORIENTATION, NETWORK CREATION AND BRANDING

TOPIC	CONTENT DETAILS	CONTENT HYPERLINK/WEBLINK
Market orientation	Case of Devbhumi Uttarakhand	 Decbhumi Case Study.docx
Marketing Strategy & Planning	Poma Bamboo Processing Centre	<a href="https://www.youtube.com/watch?v=VqaNqaqDULw">https://www.youtube.com/watch?v=VqaNqaqDULw</a>
Market Co-creation and linkages	Ava Creations Stakeholders Mapping	<a href="http://www.avacreations.co.in/">http://www.avacreations.co.in/</a> <a href="https://miro.com/blog/stakeholder-mapping/">https://miro.com/blog/stakeholder-mapping/</a>  Building the Co-Creative Enterprise HBR.pdf
Product Development and Strategy	Case study Naturally Anuradha Product development	 Product Development.pdf <a href="https://www.youtube.com/watch?v=TBXxkK17WjQ">https://www.youtube.com/watch?v=TBXxkK17WjQ</a>
Product Design and Innovation	Video case: Eco-Friendly Areca Leaf Plate	<a href="https://www.youtube.com/watch?v=UQxapJ4gYvE">https://www.youtube.com/watch?v=UQxapJ4gYvE</a>

Brand Building Strategy	FabIndia Story	 FABINDIA.docx
Marketing Communication	iTokri For Online Marketplace for Handloom	<a href="https://www.youtube.com/watch?v=lcb_5CsMrMA">https://www.youtube.com/watch?v=lcb_5CsMrMA</a>
Digital and social media marketing	Social Media for Small businesses Case -Amazon Saheli & Karigar & GoCoop- Online Marketplace	<a href="https://yourstory.com/2017/02/gocoop-2">https://yourstory.com/2017/02/gocoop-2</a> <a href="https://yourstory.com/socialstory/2020/09/amazon-sellers-karigar-saheli-programmes-strong-growth">https://yourstory.com/socialstory/2020/09/amazon-sellers-karigar-saheli-programmes-strong-growth</a>  Social Marketing for small businesses Low .pdf
Rural Marketing	Daniel Syiem's Ethnic Fashion House	<a href="https://yourstory.com/herstory/2020/10/rural-development-fashion-designer-ryndia-meghalaya/amp">https://yourstory.com/herstory/2020/10/rural-development-fashion-designer-ryndia-meghalaya/amp</a>



## TOPIC 1 MARKET ORIENTATION

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Reading : DevBhumi: making a sweet buzz with organic honey in Uttarakhand

<https://ruralmarketing.in/stories/devbhumi-making-a-sweet-buzz-with-organic-honey-in-uttarakhand/>

Pre-Read for session

- ◆ Conceptual Based- Market Orientation by Kohli and Jaworski, 1990
- ◆ Application Based readings - [https://www.youtube.com/watch?v=to5\\_HxvrZMs&t=273s](https://www.youtube.com/watch?v=to5_HxvrZMs&t=273s)
- ◆ Discussion - Discuss the relevance of Market orientation in context of natural fibre sector.

## TOPIC 2: MARKET STRATEGY & PLANNING

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Reading : The ingredients of a Marketing Plan (<https://www.entrepreneur.com/article/43026>)

- ◆ Concept Based - <https://www.youtube.com/watch?v=XHG54IHfC8k>
- ◆ Application based - <https://hts.assam.gov.in/portlets/marketing-of-handloom-and-handicrafts>
- ◆ <https://thestrategystory.com/2021/04/26/fabindia-business-model/>
- ◆ Discussion - new ways of planning marketing strategy for the Handloom & handicraft products

## TOPIC 3: MARKET CO-CREATION AND LINKAGES

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Reading : Building the Co-Creative enterprise (HBR, 2010)

<https://hbr.org/2010/10/building-the-co-creative-enterprise>

- ◆ Concept Based – Mapping your customers
- ◆ Application Based – <https://thestrategystory.com/2021/04/26/fabindia-business-model/>
- ◆ Discussion - discuss how Ava creates value for local community and understand relevance of multiple stakeholders.

## TOPIC 4: PRODUCT DEVELOPMENT AND STRATEGY

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Reading : Reading the most of your product development process by Paul S. Adler, Avi Mandelbaum, Viên Nguyen, and Elizabeth Schwerer (HBR, 1996) link- [http://faculty.marshall.usc.edu/Paul-Adler/research/HBR\\_prod\\_dev\\_proc.pdf](http://faculty.marshall.usc.edu/Paul-Adler/research/HBR_prod_dev_proc.pdf)

- ◆ Concept Based - <https://www.futurelearn.com/info/courses/social-enterprise-sustainable-business/0/steps/146150>
- ◆ Application based - <https://www.youtube.com/watch?v=TBXxkK17WjQ>
- ◆ Discussion - analyze the existing products and new products in natural fibre sector

## TOPIC 5: PRODUCT DESIGN AND INNOVATION

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Reading : <https://tlmagazine.com/jaipur-rugs-indias-carpet-innovator/>

- ◆ **Concept based** - Inside a purpose driven new business model (July, 2018)- <https://www.rolandberger.com/en/Insights/Publications/Inside-a-purpose-driven-new-business-model.html>
- ◆ **Application based** - Jaipur Rugs weaves new Market -<https://www.forbesindia.com/article/special/jaipur-rugs-weaves-new-market-with-first-mumbai-store/52723/1>
- ◆ **Discussion** – refer to webpages like Forsarees.com/Suta.com to understand the innovative designs

## TOPIC 6: BRAND BUILDING STRATEGY

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Reading: Fabindia Success Story ( <https://startuptalky.com/fabindia-success-story/> )

- ◆ Concept based - Article: A better way to map brand strategy by Niraj Dawar and Charan K. Bagga (HBR, 2015)
- ◆ Application based- Khinam Fashion – building a local brand
- ◆ Discussion- understand local brand and how it can help in developing credibility

## TOPIC 7: MARKETING COMMUNICATION

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Reading : Marketing Communication by Belch & Belch

- ◆ Concept based – How to run an effective micromarketing campaign ? (2021) <https://www.smallbusinessbonfire.com/how-to-run-an-effective-micromarketing-campaign/>
- ◆ Application based – itokri : [https://www.youtube.com/watch?v=lcb\\_5CsMrMA](https://www.youtube.com/watch?v=lcb_5CsMrMA)
- ◆ Discussion - Affordable channels <https://www.campaignmonitor.com/blog/email-marketing/4-top-channels-of-communication-for-advertising-your-business/>

## TOPIC 8 : DIGITAL AND SOCIAL MEDIA MARKETING

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Reading: Importance of social media marketing

<https://www.digitalmarketing.org/blog/the-importance-of-social-media-marketing>



- ◆ Concept based – social media for small businesses
- ◆ Application based – GoCoop- <https://yourstory.com/2017/02/gocoop-2>
- ◆ Itokri-<https://30stades.com/2020/06/17/how-gwalior-itokri-became-international-e-Trialer-of-handcrafted-fabrics-artworks-recycled-paper-handwritten-note-jewellery/>
- ◆ Amazon Sellers- <https://yourstory.com/socialstory/2020/09/amazon-sellers-karigar-saheli-programmes-strong-growth>
- ◆ DealShare -<https://www.entrepreneur.com/article/347337>

## TOPIC IX: RURAL MARKETING

**Reading :** <https://theinvestorsbook.com/rural-marketing-strategy.html>

- ◆ Concept based – 4 A's of rural marketing
- ◆ Application based – <https://www.searchtap.io/success-stories/suta/>  
<https://www.thehindu.com/life-and-style/fashion/saris-on-air-with-the-founders-of-suta/article29853192.ece>
- ◆ Discussion- ways of doing business in rural markets

### MODULE 4: ENTERPRISE COMPETENCIES: ENTREPRENEURIAL SKILLS, REGULATORY ENVIRONMENT AND SUPPORT SYSTEM

TOPIC	CONTENT DETAILS	CONTENT HYPERLINK/WEBLINK
Legal Structure and Compliance	Compliance	<a href="https://www.youtube.com/watch?v=1yQbs6ERuao">https://www.youtube.com/watch?v=1yQbs6ERuao</a>
Human Resource Development & Management	Problem Solving Skills & Communication Skills	<a href="https://www.thebalancecareers.com/communication-skills-list-2063779">https://www.thebalancecareers.com/communication-skills-list-2063779</a> <a href="https://www.habitsforwellbeing.com/9-effective-communication-skills/">https://www.habitsforwellbeing.com/9-effective-communication-skills/</a>
Schemes and Policies	Handout MSME	 MSME Schemes .pdf
Stakeholder Management and Resource Mobilisation	Sualkuchi Handloom	 Sualkuchi handloom.docx
Project Management	Collectivisation approach & resource sharing	<a href="https://www.teamwork.com/project-management-guide/project-management-skills/">https://www.teamwork.com/project-management-guide/project-management-skills/</a>

## TOPIC : LEGAL STRUCTURE AND COMPLIANCE

### Conceptual Based-legal compliance for MSMEs

- Return Periodicity of MSME Form 1 [https://corpbiz.io/learning/what-are-the-msme-compliances/#:~:text=Compliances%20for%20MSME,\(Ministry%20of%20Corporate%20Affairs\).](https://corpbiz.io/learning/what-are-the-msme-compliances/#:~:text=Compliances%20for%20MSME,(Ministry%20of%20Corporate%20Affairs).)
- Application Based readings - <https://blog.saginfotech.com/msme-form-1-filing>
- [https://www.mca.gov.in/Ministry/pdf/MSMESpecifiedCompanies\\_22012019.pdf](https://www.mca.gov.in/Ministry/pdf/MSMESpecifiedCompanies_22012019.pdf)
- Discussion - <https://www.youtube.com/watch?v=1yQbs6ERuao>

### Session II: Human Resource Development & Management

- More reference reads – Reading notes with source link <https://blog.vantagecircle.com/problem-solving-skills/>

→ Pre-Read for session

- ◆ Conceptual Based - <https://www.zippia.com/advice/problem-solving-skills/>
- ◆ Application Based readings - <https://cmoe.com/blog/10-ways-to-improve-problem-solving-skills/>
- ◆ <https://www.futurelearn.com/info/blog/improve-workplace-creativity-problem-solving-skills>
- ◆ Discussion - [https://www.youtube.com/watch?v=6\\_LX9mo0Thw](https://www.youtube.com/watch?v=6_LX9mo0Thw)

## TOPIC 2: COMMUNICATION SKILLS

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→ More reference reads – Reading notes with source link <https://stanfield.com/8-tips-teach-effective-communication-skills/>

<https://virtualspeech.com/blog/communication-skills-in-the-workplace>

→ Pre-Read for session

- ◆ Conceptual Based - <https://blog.vantagecircle.com/good-communication-skills-in-the-workplace/>
- ◆ Application Based readings - <https://www.wikihow.com/Develop-Good-Communication-Skills>
- ◆ <https://www.helpguide.org/articles/relationships-communication/effective-communication.htm>
- ◆ Discussion - <https://www.youtube.com/watch?v=HANw168huqA>

## TOPIC 4 : STAKEHOLDER MANAGEMENT AND RESOURCE MOBILISATION

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Reference Reading : <http://www.handlooms.nic.in/writereaddata/2486.pdf>

[https://www.startupindia.gov.in/content/sih/en/government-schemes/Mega\\_cluster.html](https://www.startupindia.gov.in/content/sih/en/government-schemes/Mega_cluster.html)

<https://www.fibre2fashion.com/industry-article/4956/handloom-cluster-development>

Conceptual Reading: <https://www.fool.com/the-blueprint/stakeholder-analysis/>

Application Based reading : <https://www.businessmanagementideas.com/startups/mobilising-resources-for-startups-types-problems-and-solution-entrepreneurship-business/18188>

Discussion: Community Based resource mobilisation

## TOPIC 5 : PROJECT MANAGEMENT

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Reading: The value of value creation by Marc Goedhart and Tim Koller (Mckinsey Quarterly, 2020)

Conceptual Reading: Readings : <https://opentextbc.ca/projectmanagement/chapter/chapter-1-project-management-in-industry-project-management/>






Application Based reading: Women Entrepreneurship in the North-East India-Motivation, Social-support and constraints (Sinha, 2003).

<https://www.teamwork.com/project-management-guide/project-management-skills/>




Discussion: Each participant would be able to improvise on his/her basic communication and project solving.

## TRAINING HANDOUTS: INSTRUCTOR

### MODULE 1: ENTREPRENEURIAL ORIENTATION: STRATEGY FOR COMPETITIVE ADVANTAGE

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
<b>Sectoral Analysis</b>	Development of North East Source: NEC, IIMB, FICCI, and FINER Reports	 North East (2).pptx
	Theories of Trade Source: Thomas A. Pugel)	 Theories of Trade.pptx
	SWOT Analysis of Nagaland Cluster	 Exotic Echo.pptx
<b>Entrepreneurial profiling</b>	Economics and Entrepreneurship Source: David H. Holt	 Economics & Entrepreneurship.pptx
	Entrepreneurs and Innovation Source: Jennifer Lee, Ransom Stephens	 Entrepreneurs and innovation.pptx
<b>Transformational Leadership</b>	Context for Transformational Leadership	<a href="https://www.ckju.net/en/dossier/qualities-transformational-leaders-and-what-distinguishes-them-transactional-leaders">https://www.ckju.net/en/dossier/qualities-transformational-leaders-and-what-distinguishes-them-transactional-leaders</a> <a href="https://www.brandman.edu/news-and-events/blog/what-is-transformational-leadership">https://www.brandman.edu/news-and-events/blog/what-is-transformational-leadership</a> <a href="https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx">https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx</a>
	Overview of leadership with a focus on Transformational Leadership	<a href="https://smallbusiness.chron.com/leadership-theory-vs-leadership-style-32967.html">https://smallbusiness.chron.com/leadership-theory-vs-leadership-style-32967.html</a> <a href="https://www.mindtools.com/pages/article/leadership-theories.htm">https://www.mindtools.com/pages/article/leadership-theories.htm</a> <a href="https://ukdiss.com/examples/case-study-leadership-theories-application.php">https://ukdiss.com/examples/case-study-leadership-theories-application.php</a>

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
	The Transformational Leader and Change	<a href="https://insigniam.com/transformational-leadership-vs-change-management-whats-the-difference/">https://insigniam.com/transformational-leadership-vs-change-management-whats-the-difference/</a> <a href="https://edis.ifas.ufl.edu/publication/HR020">https://edis.ifas.ufl.edu/publication/HR020</a> <a href="https://sites.psu.edu/leadership/2015/10/28/7377/">https://sites.psu.edu/leadership/2015/10/28/7377/</a>
<b>Achieving Personal and Organizational Excellence</b>	<i>Aligning personal and organizational goal for success.</i>	<a href="https://www.frontiersin.org/articles/10.3389/fpsyg.2015.00443/full">https://www.frontiersin.org/articles/10.3389/fpsyg.2015.00443/full</a> <a href="https://www.betterworks.com/when-organizational-goals-dont-align-with-employee-goals-productivity-flounders/">https://www.betterworks.com/when-organizational-goals-dont-align-with-employee-goals-productivity-flounders/</a> <a href="https://blog.clearcompany.com/transform-through-strategic-goal-alignment">https://blog.clearcompany.com/transform-through-strategic-goal-alignment</a> <a href="https://www.15five.com/blog/employee-development-team-alignment/">https://www.15five.com/blog/employee-development-team-alignment/</a>
	<i>Managing stress and learning from entrepreneurial failures</i>	<a href="https://openstax.org/books/entrepreneurship/pages/10-2-why-early-failure-can-lead-to-success-later">https://openstax.org/books/entrepreneurship/pages/10-2-why-early-failure-can-lead-to-success-later</a> <a href="https://www.linkedin.com/pulse/5-ways-manage-stress-effectively-female-entrepreneur-walford-faic/">https://www.linkedin.com/pulse/5-ways-manage-stress-effectively-female-entrepreneur-walford-faic/</a> <a href="https://www.incomediary.com/entrepreneurial-stress/">https://www.incomediary.com/entrepreneurial-stress/</a>
	<i>Self-transformation (Inner circle as a tool)</i>	<a href="http://ankushchopra.com/did-you-know-the-three-paths-to-personal-transformation/">http://ankushchopra.com/did-you-know-the-three-paths-to-personal-transformation/</a> <a href="https://positivepsychology.com/introspection-self-reflection/">https://positivepsychology.com/introspection-self-reflection/</a> <a href="https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/tips-students/self-directed-learning/self-directed-learning-four-step-process">https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/tips-students/self-directed-learning/self-directed-learning-four-step-process</a>
<b>Business Model Innovation</b>	Entrepreneurship Management Source: Shivaganesh Bhargava, David H. Holt	 Entrepreneurship Management.pptx
	Lijjat Papad Source: Dr. Vivek Bindra	 Lijjat Papad ritul.pptx

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
<b>Entrepreneurial competitiveness (Local, National, and Global)</b>	Challenges of Entrepreneurship Source: Compiled by Dr. N.W. Kharkongor	 Challenges of Entrepreneurship.pptx
	Managing Downturn Source: Compiled by Dr. N.W. Kharkongor	 Managing Downturn. pptx
	Global Aspects of Entrepreneurship Source: IOWA State University	 Glodal Aspects of Entrepreneurship. pptx

## TOPIC 1: SECTORAL ANALYSIS

### 1. Presentation Outline:

- Smart economic model covering transportation, communication infrastructure, political situation, resources, tourism, climate, finance, and governance.
- Comparative advantage relating to the absolute and comparative advantages leading to the best trade-off.
- Natural fibre sector covering the challenges and opportunities.

### 2. Facilitation Guidance:

- ◆ Present the overview of Socio-economic status of northeast Region
- ◆ Direct participants' attention to the curriculum module on Entrepreneurial orientation
- ◆ Discuss day 1 agenda and module alignment with overall curriculum
- ◆ Ask participants if they have any questions about the course content, materials, or procedures.

### 3. Caselet Exotic Echo, Nagaland- 'A Loinloom Makeover '

- ◆ Steps for discussion
  - Introduction
  - Hurdles and bottlenecks
  - Survival
  - Growth

## TOPIC 2: ENTREPRENEURIAL PROFILING

- Presentation Outline:** Entrepreneurship -concepts and stages, community partnership, sustainable business

[illegible]

NAME:									
COMPETENCY	COMFORT LEVEL			COMFORT LEVEL			COMFORT LEVEL		
	LOW	MED	HIGH	LOW	MED	HIGH	LOW	MED	HIGH
Eliminate safety hazards in the work place									
Train employees									
Improve product quality									
Manage inventory									
Plan equipment purchases									
Finance a business									
Set goals and objectives									
Assess business risks									
<i>Prepare a Business Plan with elements, including</i>									
Executive Summary									
Description of the Business Opportunity									
Marketing Strategy									
Operational Plan									
Financial Statements: Operating Budget									
Profit and Loss Statement									
Capital Budget									
Pricing									
Start-up Financing									
<i>Identify community resources and networks</i>									
Women in business									
Women's associations									
Banks									
Lending Institutions									

Source : Institute of International Education

#### 4. Case Study: Success Story of Aravind Eye Hospital

- a. How can you build a partnership with the community?
- a. How can you provide affordable and quality products?
- b. How can you sustain your business?

## TOPIC 3: TRANSFORMATIONAL LEADERSHIP

### TOPIC 1: CONTEXT FOR TRANSFORMATIONAL LEADERSHIP

Globalization and implications for leadership; Trends and challenges facing the leaders: Leaders today face new challenges due to the speed of technological, social, and economic change. Do these new challenges call for a new breed of leaders? (start with the question).

- ✓ <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2019/21st-century-leadership-challenges-and-development.html>

**The Key elements of leadership- It is Never About You, Leadership and Team Building, Leading Change, Unleashing the Power of People, Developing Leaders and Creating Opportunities, Competitors Should Be External, implement a Three-Pronged Approach of People, Processes and Service, develop a Vision and Set of Values, Communication, Involve the Entire Company Front to Back, Celebrate Successes and Have Fun, and Be a Great Listener. Emphasis should be relating with the key elements of Leadership and its interrelation with leadership with example.**

Assessment and Dimensions of Transformational Leadership: Activity Sheet is in class activity, please use the instruction provided in the next section explain the dimensions of Transformational Leadership.

### EXERCISE /ACTIVITY/CASE STUDY- TEACHING NOTE FOR EACH

#### The Five Dimensions of Transformational Leadership

Now that you have your score, what does it really mean? Why is it important? What additional insight can we pull from this framework of transformational leadership? How can we use



this to help improve? Next, we present some additional thoughts about each of the five dimensions of transformational leadership.

### 1. **Vision**

Vision is the expression of a desired picture of the future based around organizational values and should answer this basic question: What do we want to become? In addition to knowing and understanding direction, transformational leaders must be able to clearly communicate the vision and validate that it was understood as intended. . . the CEO needs to become “the storyteller in chief,” says Aetna’s Mark Bertolini. That means telling different aspects of the same transformation narrative to all the constituencies and stakeholders in the company.”

### 2. **Inspirational Communication**

Inspirational communication is the expression of positive and encouraging messages about the organization, and statements that build motivation and confidence. Transformational leaders continually seek to understand changing factors that motivate people to do their best work.

Inspirational communication seems to be particularly important when expressing a vision for the future. In the absence of encouragement and confidence building efforts, articulating a vision may have a neutral or even negative influence on employees.

### 3. **Supportive Leadership**

Supportive leaders express concern for their followers and consider their individual needs. This recognizes that we bring our whole selves to work and that it is difficult, if not impossible, to leave our personal concerns at the door.

While transformational leaders don’t have to be managers, they will be more successful when they adopt these attributes.

### 4. **Intellectual Stimulation**

Intellectual stimulation enhances employees’ interest in and awareness of problems, and it helps to increase creative problem-solving skills, encouraging them to think about problems in new ways.

In order to spur employee interest in problems and problem-solving, one must accept the fact that problems do and will continue to exist. Despite the proverb stating an ounce of prevention is worth a pound of cure, believing that you can prevent all problems often leads to being caught without the skills to solve a problem when one does arise. As with all things, balance is key. By embracing the opportunity to involve employees in a problem’s life cycle, a transformational leader can be a key catalyst for **turning a company into a learning organization.**

### 5. **Personal Recognition**

Giving employees personal recognition through the use of such incentives as praise and acknowledgement of effort upon the achievement of specified goals can be a minefield, but traversing it is a necessary act. The key is to understand how incentives can affect employees’ motivation and engagement, and to find out which behaviors drive them so that you encourage the right behaviors and keep employees inspired and wanting to pursue the vision. Transformational leaders use incentives that align with their employees’ self-interest to encourage a culture of learning and collaboration.

## DO'S & DON'TS/ TIPS FOR TEACHING

### → Do's:

- ◆ Build a story.
- ◆ Articulate why this is a better future state.
- ◆ Ensure the vision has been understood as intended.
- ◆ Create or refine the vision and mission if one doesn't exist.

### → Don't

- ◆ "Buzzword bingo" vision and mission statements.
- ◆ Sharing the "what" of the vision but not the "why."
- ◆ Assuming intent was understood without verification.

## READINGS

For instruction for class prep (both conceptual & advanced level)

- ✓ <https://www.ckju.net/en/dossier/qualities-transformational-leaders-and-what-distinguishes-them-transactional-leaders>
- ✓ <https://www.brandman.edu/news-and-events/blog/what-is-transformational-leadership>
- ✓ <https://online.stu.edu/articles/education/what-is-transformational-leadership.aspx>

## SESSION TOPIC: OVERVIEW OF LEADERSHIP WITH A FOCUS ON TRANSFORMATIONAL LEADERSHIP

Just as management knowledge is supported by various theories, the leadership function of management too is authenticated by various theories. Some of the important



leadership theories are as follows: Blake and Mouton's Managerial Grid; House's Path Goal Theory; Great Man Theory; Trait Theory; Leadership-Member Exchange (LMX) Theory; Transformational Leadership; Transactional Leadership; Continuum of Leadership Behaviour; Hersey Blanchard Model; Fiedler's Contingency Model

Attributes and skills of the Transformational Leader, Elements of Transformational Leadership-Visioning, Critical and Strategic thinking. Discuss in detail about the attributes and skills of the Transformational Leader, Elements of Transformational Leadership-Visioning, Critical and Strategic thinking. For significant understanding, instructor can bring in examples of attributes.

Transformational leadership and situational leadership are both effective approaches to organizational leadership depending on the work environment and situation. Instructors need to emphasize the difference with appropriate example and situation.

### EXERCISE /ACTIVITY/CASE STUDY

Teaching Note for each Based on the assessment explain scores: technical skill \_\_\_\_\_  
Human skill \_\_\_\_\_ Conceptual skill \_\_\_\_\_

1. Technical skills are the abilities, knowledge, or expertise required to perform specific, job-related tasks. Technical skills are related to jobs in science, engineering, tech, manufacturing, or finance. They are learned through on-the-job experience or structured learning. But then again, every job requires a different skill set. For some, it will be optimizing neural networks, for others sketching wireframes.
2. Human skill refers to the ability of a human to judge & work with understanding & motivate others which mean the person should be competent to handle interpersonal relation both to the individual as well as group level. The human skill applied by effective managers can be broadly categorized as a) Understanding behaviour both at individual & group level and b) Ability to predict behaviour directing, motivating, changing & controlling behaviour.
3. Conceptual skills are skills that enable individuals to identify, conceptualize, and solve intricate problems. These skills are important in the workplace because they allow professionals to think and work through abstract ideas and come up with multiple solutions to complex issues. Conceptual skills also allow people to understand how various parts of a company work together to reach common goals. They are especially useful in leadership positions but can be beneficial in nearly any job.

### DO'S & DON'TS/ TIPS FOR TEACHING

→ Do's:

- ◆ Build a story.
- ◆ Articulate why this is a better future state.
- ◆ Ensure the vision has been understood as intended.
- ◆ Create or refine the vision and mission if one doesn't exist.

→ Don't

- ◆ "Buzzword bingo" vision and mission statements.
- ◆ Sharing the "what" of the vision but not the "why."
- ◆ Assuming intent was understood without verification.

## READINGS – FOR INSTRUCTION FOR CLASS PREP (BOTH CONCEPTUAL & ADVANCED LEVEL)

- ✓ <https://smallbusiness.chron.com/leadership-theory-vs-leadership-style-32967.html>
- ✓ <https://www.mindtools.com/pages/article/leadership-theories.htm>
- ✓ <https://ukdiss.com/examples/case-study-leadership-theories-application.php>

### SESSION TOPIC - THE TRANSFORMATIONAL LEADER AND CHANGE

Transformational Change Leadership as a process through which an individual, organization, or collective guides large, fundamental, radical transitions from one existing state to a more positive, desired state. This kind of leadership takes a systems approach, using holistic, collaborative, and multi-disciplinary methods to make demonstrable positive change that scales to large groups of people. Those who practice transformational change leadership embody it fully in the way they live their lives, carry out their work, and communicate their philosophies.

We are living in exponential times, faced with constant change. This makes 'change' and Change Management an essential area of concentration in most organisations because change is instrumental to growth. Highlight the roles leaders may play as they drive change in your organization. Effective leaders recognize that change cannot happen unless they fulfill the roles that only those in authority can. Help participants to learn to enlist support and clarify the roles they need them to fill in their areas and in different situations.

Discuss in detail the ideas, thoughts, and concepts about the individual's position in organisations that may help explain some of the failures and enhance the likelihood of effective change. Once the role of individual is clarified, introduce the participants about techniques for leading internally and externally.

Resistance to change is normal and expected, but what if we could eliminate at least half of the resistance encountered on a change initiative? The issue is not whether we will encounter resistance to change. We will. Instead, instructors should help participant to understand how we will support impacted people and groups through the change process and manage resistance to minimize the impacts. Some actionable tips should be suggested by instructor which are more action orientated.

Presentation: The Leaders role in influencing change & Shaping the organizational culture to embrace the change; The role of insights in individual and organizational change & Techniques for leading change internally and externally and Managing resistance to change

#### 1. **Exercise /Activity/case study- Teaching Note for each**

The Change-Readiness Scale is also useful in coaching teams to determine which players to pick and what roles to put them in. Adventurers are great starters, resourceful people are excellent problem solvers, optimists make good cheerleaders, and their input is especially useful when people feel discouraged.

Note: Optimal range for all categories is between 22 and 26.

**Resourcefulness:** Resourceful people are effective at taking the most of any situation and utilizing whatever resources are available to develop plans and contingencies. They see more than one way to achieve a goal, and they're able to look in less obvious places to find help. They have a real talent for creating new ways to solve old problems. When people low in resourcefulness encounter obstacles, they get stuck, dig in their heels, and go back to the old way. Very high scorers (over 26) might overlook obvious solutions and create more work than is necessary.



**Optimism:** Is the glass half empty or half full? Optimism is highly correlated with Change- Readiness, since the pessimist observes only problems and obstacles while the optimist recognizes opportunities and possibilities. Optimists tend to be more enthusiastic and positive about change. Their positive outlook is, founded on an abiding faith in the future and the belief that things usually work out for the best. Very high optimism scorers (over 26) may lack critical-thinking skills.

**Adventurousness:** Two ingredients capture this adventurous spirit: the inclination to take risks and the desire to pursue the unknown, to walk the path less taken. Adventurous people love a challenge. Since change always involves both risk and the unknown, they usually perform well during organizational shake-ups. They are the proactors, the employees who initiate and create change. But very high scores (over 26) may indicate a tendency toward recklessness.

**Passion / Drive:** Passion is the fuel that maximizes all the other traits. If you have passion, nothing appears impossible. If you don't, change is exhausting. Passion is the individual's level of personal dynamism. It shows up in a person's level of intensity and determination. To make a new procedure work, to overcome the myriad of problems that any plan for change unwittingly produces, you've got to have passion and enthusiasm. Very high scorers (over 26), however, may mean you're bullheaded, obsessed, and heading for burnout.

**Adaptability:** Adaptability includes two elements: flexibility and resilience. Flexible people have goals and dreams like everyone else, but they're not overly invested in them. When something doesn't work out, they'll say, "Plan A doesn't work, let's go to Plan B." Resilience is the capacity to rebound from adversity quickly with a minimum of trauma. Failure or mistakes do not throw them. They don't dwell on them and get depressed but bounce back quickly and move on. High scorers on this trait are not wedded to specific outcomes. If the situation changes, their expectations shift right along with it. Scoring too high (over 26) in this trait indicates a lack of commitment or stick-to-it-ness.

**Confidence:** If optimism is the view that a situation will work out, confidence is the belief in your own ability to handle it. There is situational confidence - “I know I can swim across this channel, learn this program, write this report” - and self-confidence - “I can handle whatever comes down the pike.” Self-confidence is the kind of confidence the Change Readiness Scale measures. High scorers are generally individuals with a strong sense of self-esteem. But more specifically, they believe they can make any situation work for them. Scorers above 26 may indicate a cocky, know-it-all attitude and lack of receptivity to feedback.

**Tolerance for Ambiguity:** The one certainty surrounding change is that it spawns uncertainty. No matter how carefully you plan it, there is always an element of indefiniteness or ambiguity. Without a healthy tolerance for ambiguity, change is not only uncomfortable; it's downright scary. But too much tolerance can also get you in trouble. You may have difficulty finishing tasks and making decisions. If you scored over 26 you fall in this category.

**Your Profile:** You'll probably find you have higher scores on some traits and lower scores on others. This is typical of most profiles and indicates that some of your Change-Readiness traits are more developed than others.

### DO'S & DON'TS/ TIPS FOR TEACHING

→ Do's:

- ◆ Build a story.
- ◆ Articulate why this is a better future state.



- ◆ Ensure the vision has been understood as intended.
- ◆ Create or refine the vision and mission if one doesn't exist.

→ Don't 's

- ◆ "Buzzword bingo" vision and mission statements.
- ◆ Sharing the "what" of the vision but not the "why."
- ◆ Assuming intent was understood without verification.

## READINGS

- ✓ <https://insigniam.com/transformational-leadership-vs-change-management-whats-the-difference/>
- ✓ <https://edis.ifas.ufl.edu/publication/HR020>
- ✓ <https://sites.psu.edu/leadership/2015/10/28/7377/>

## TOPIC 4: ACHIEVING PERSONAL & ORGANIZATIONAL EXCELLENCE

### TOPIC 1: ALIGNING PERSONAL AND ORGANIZATIONAL GOAL FOR SUCCESS.

Facilitation Guide – this session is activity driven there for involving participants and relating with them becomes significant.

### EXERCISE /ACTIVITY/CASE STUDY

This session is activity driven there for involving participants and relating with them becomes significant.

### DO'S & DON'TS/ TIPS FOR TEACHING

→ Do's:

- ◆ Build a story.
- ◆ Articulate why this is a better future state.
- ◆ Create or refine the alignment of goal activity with the example to participants.

→ Don't

- ◆ Sharing the "what" of the goal alignment but not the "why."
- ◆ Assuming intent was understood without verification.

## READINGS

- ✓ <https://www.frontiersin.org/articles/10.3389/fpsyg.2015.00443/full>
- ✓ <https://www.betterworks.com/when-organizational-goals-dont-align-with-employee-goals-productivity-flounders/>
- ✓ <https://blog.clearcompany.com/transform-through-strategic-goal-alignment>
- ✓ <https://www.15five.com/blog/employee-development-team-alignment/>

## SESSION TOPIC- MANAGING STRESS AND LEARNING FROM ENTREPRENEURIAL FAILURES

Start with, Stress is a feeling of being under abnormal pressure. This pressure can come from different aspects of your day to day life. Such as an increased workload, a transitional

period, an argument you have with your family or new and existing financial worries. You may find that it has a cumulative effect, with each stressor building on top of one another. During these situations you may feel threatened or upset and your body might create a stress response. This can cause a variety of physical symptoms, change the way you behave, and lead you to experience more intense emotions. Stress affects us in a number of ways, both physically and emotionally and in varying intensities.

Steps to take when feeling stressed- Realise when it is causing you a problem; Identify the causes; Review your lifestyle

Follow the activity sheet

Start with why one failure is also important. Highlight the learning from one's mistake and how one can be better next time is one of the hardest parts of failing. Failures of all sizes provide a valuable benefit -- they help to develop an entrepreneurial mindset that allows us to keep pushing forward. Discuss the step to convert failure and use it for one advantage.

### **EXERCISE /ACTIVITY/CASE STUDY**

This session is activity driven there for involving participants and relating with them becomes significant.

### **DO'S & DON'TS/ TIPS FOR TEACHING**

→ Do's:

- ◆ Build a story.
- ◆ Articulate why this is a better future state.
- ◆ Create or refine the alignment of Stress with failure with the example to participants.

→ Don't

- ◆ Sharing the "what" of the goal alignment but not the "why."
- ◆ Assuming intent was understood without verification.

### **READINGS**

For instruction for class prep (both conceptual & advanced level)

- ✓ <https://openstax.org/books/entrepreneurship/pages/10-2-why-early-failure-can-lead-to-success-later>
- ✓ <https://www.linkedin.com/pulse/5-ways-manage-stress-effectively-female-entrepreneur-walford-faicd/>
- ✓ <https://www.incomediary.com/entrepreneurial-stress/>

### **SESSION TOPIC- SELF-TRANSFORMATION (INNER CIRCLE AS A TOOL)**

Opening remark- let us embark on a journey of self-discovery and self-transformation that will leave you smarter, more confident, calmer, more capable and better able to conquer and succeed in every aspect of your life. But we are not going to take the path that most self-improvement guides take. I am not interested in five easy hacks or anything remotely related to that way of thinking.

Describe what all is going to happen in the session.

We will take a hard look at what motivates you, how to stop procrastinating once and for all. Learning how to deal with your fears and giving yourself a confidence boost. You will

learn how to develop good, productive habits and how to get rid of those that are holding you back.

Setting and keeping goals is a simple thing to do when you follow my simple step by step guide. Finally, we will take all this new-found wisdom and knowledge and use it to create a meaningful life.

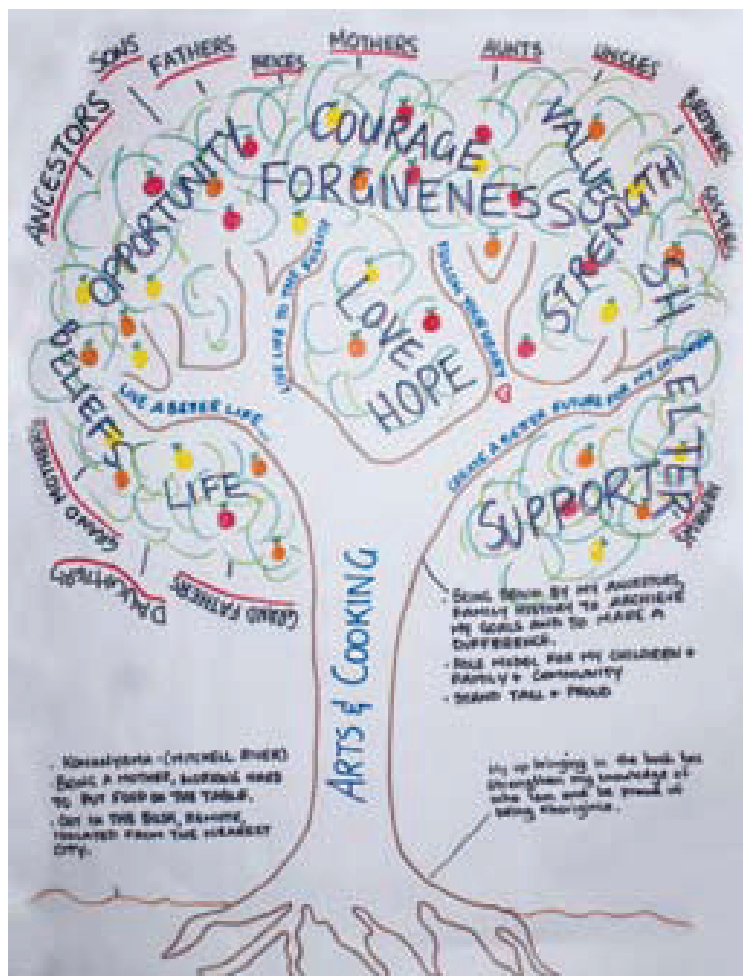
Focus on -Start with how circle will greatly influence who one is, what one do, and how you seek your goals. How do relationships influence your sense of success and contentment? There are certain roles that ideally are present in an inner circle. Discuss the role of inner circle and how inner circle play a role of determinant who one is.

The “Tree of Life” is an exercise based on the idea of using the tree as a metaphor to tell stories about one’s life. Participants are invited to think of a tree, its roots, trunk, branches, leaves, etc, and imagine that each part of the Tree represents something about their life (use activity sheet).

### EXERCISE /ACTIVITY/CASE STUDY - QUESTIONS FOR TREE OF LIFE

<b>Roots</b>	Your history	Where do you come from? (region, village, town) What is your family history? (origins, family name, ancestry, extended family)
<b>Ground</b>	Your life now	Who are the people you love the most (they can be alive or dead) Who do you live with now? What do you do every day? What is your favorite song or place when at home?
<b>Trunk</b>	Your skills	What are you good at and proud of? What do you do well? What do other people say you are good at? (These can be things like sport or school work or they can be special skills like being kind to others, taking care of others). What values do you live by such as kindness, courage and respect? Who taught you these values and skills?
<b>Branches</b>	Your hopes, dreams and wishes	What are your hopes dreams and wishes? What is the history of these hopes, dreams and wishes How are these hopes, dreams and wishes linked to important people in your life (who may be alive or may have passed away) How have you been able to hold onto these hopes dreams and wishes even through difficult times
<b>Leaves</b>	People who are important to you	Who has been important to you in your life? These people can still be alive or they may have died? Did you have lovely times with this person? What was special about this person to you? If this person has passed away, would this person like it that you remember them in these ways?

<b>Fruits</b>	Gifts that you have been given (including both material and non material gifts)	<p>What gifts have you received in your life?</p> <p>Why do you think the person gave you this?</p> <p>What did they appreciate about you that would have led them to do this?</p> <p>What do you think you might have contributed to their life?</p>
Flowers	Gifts you have given to others	<p>What gifts have you given to important people in your life (material gifts or gifts of love, kindness and helpfulness)</p> <p>What did you appreciate about this person that led you to give them these gifts?</p> <p>What do you think you contributed to their life?</p>
Forest of Life	Psychosocial support	Children offer verbal and written support to each other – with permission they write messages of appreciation and encouragement on the other Trees of Life
Storms of life	Some of the problems and challenges faced	Children can respond to this in terms of collective problems faced by children (which makes this safer than if pressured to respond with personal stories of trauma, abuse, poverty etc.)



## TREE OF LIFE

### DO'S & DON'TS/ TIPS FOR TEACHING

- Do's:
  - ◆ Build a story.
  - ◆ Articulate why this is a better future state.
  - ◆ Create or refine the alignment of self-transformation with the example to participants.
- Don't
  - ◆ Sharing the “what” of the self-transformation but not the “why.”
  - ◆ Assuming intent was understood without verification.

### READINGS

- ✓ <http://ankushchopra.com/did-you-know-the-three-paths-to-personal-transformation/>
- ✓ <https://positivepsychology.com/introspection-self-reflection/>
- ✓ <https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/tips-students/self-directed-learning/self-directed-learning-four-step-process>

## TOPIC 5: BUSINESS MODEL INNOVATION

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**Presentation Pointers:** business model, innovative practices, learning from failures

**Reference Read:** What is a Business Model ? by Andrea Ovans (Harvard Business Review, 2015)

**Case Study:** Female Entrepreneurship and Success Story of Lijjat Papad

### Facilitation Guidance

- I. What are the mission and vision of the organization?
- II. How to export?
- III. How to distribute profits?
- IV. How to be driven by values?
- V. What are the key factors to success?

## TOPIC 6: ENTREPRENEURIAL COMPETITIVENESS (LOCAL AND NATIONAL)

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**Presentation Pointers:** Entrepreneurial pro-activeness, competitiveness and risk-taking

Resource: Strategies for learning from failure by Amy C. Edmondson (HBR, 2011)

**Case Study:** Success story of Co-operative Entrepreneurship in Anand (NDDDB)












### Facilitation guidance






- Present the overview of entrepreneurial competitiveness
- Direct participants' attention to the curriculum module on micro and macro factors linked with entrepreneurship

- Discuss aspects of entrepreneurship, and in particular the local and global opportunities of the fibre industry in the NER

Carry out activity on how to handle trade cycle in entrepreneurship with the help of activity 'Know the Trade Cycle of Entrepreneurship'.

**MODULE 2: ENTREPRENEURIAL MANAGEMENT: MANAGING FUNDS, VALUE CHAIN AND WAYS OF DOING BUSINESS (ENTERPRISE FINANCE & OPERATIONS)**

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
Basics of Accounting	business as a legal entity, book keeping, accounts concept Case -Ribbon Bow	 Balance Sheet . pptx  Income Statement. pptx
Introduction to Book Keeping	Journal, Ledger, Types of accounts	 Introduction to Book Keeping.pdf  Template Journal.docx
Concept of Trading account and Trial balance	Trading Account/Trial balance, Assets & liabilities	 Trial Balance. pptx
Introduction to Financial Statements	Financial Statements, profit & loss Account, Balance sheet	  Introduction Financial Statements. pptx  Income Statement. pptx  Handout 1 Components of.docx
Costing: Types cost, Overheads, Apportionment of overheads	direct and indirect costs, overheads	 Costing. pptx  Cost Allocation .pptx

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
Costing: Batch Costing, variable cost, fixed costs, step costs & nominal costs	Cost allocation, absorbing cost	 Absorption Costing.docx  Cost Allocation. pptx
Raising Capital	revenue model, market conditions, raising capital Case- Bamboo Dreams	 Bamboo Dreams Case Discussion.pptx
Cash Management & Budgeting	cash revenues, budgeting, pricing Case - Shehnaz Hussain Case - Suguna Poultry	 Cash Management. pptx  Shahnaz Hussain.pptx
Export Markets	domestic and foreign markets, registration Case- Gahaya Links	<a href="http://www.eximguru.com/exim/guides/how-to-export/ch_6_registration_of_exporters.aspx">http://www.eximguru.com/exim/guides/how-to-export/ch_6_registration_of_exporters.aspx</a>
Value Chain Management	value chain, product portfolio, inventory Case - Pitambri	<a href="https://www.youtube.com/watch?v=-lGynaac2rA&amp;t=3s">https://www.youtube.com/watch?v=-lGynaac2rA&amp;t=3s</a>
Micro Finance, Micro-Entrepreneurship & Cluster Development	Case- Jay Hanuman Krushak Kalyan Sangh	<a href="https://bandhanbank.com/">https://bandhanbank.com/</a>
Dynamic business model (Special emphasis on hyperlocal models)	design thinking concept, business model canvas, innovative models	<a href="https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/">https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/</a>

## TOPIC 1: BASICS OF ACCOUNTING

**Presentation Pointers** : business as a legal entity, book keeping, accounts concept

**Case study: Ribbon Bow's** : Ribbons Bows gives students an opportunity to construct a simple set of financial statements

**Facilitation Guidance** - Refer to PPT Forms of Business Organization

Discuss three forms.

- Proprietorship
- Partnership
- Corporation

Try to make participants understand that business is a legal entity different from owner.

The instructor should discuss Sunita's March 31 statement, The discussion of the March 31 statement should deal with the nature of the various accounts

1. Prepaid rent is rent paid in advance of using the property and it is an asset because it has future economic benefits for the firm

## 2. **Comments on Information Gathered and Sunita's Concerns**

The three month sales total is the sum of the cash sales (Rs. 7,400) and credit sales (Rs. 320). Cost of sales is derived from the following equation

Beginning merchandise inventory	Rs. 3,300
Plus Purchases	Rs. 2,900
Equals Total available merchandise	Rs. 6,200
Less Ending merchandise inventory	Rs. 4,100
Equals Cost of sales	Rs. 2,100

Rent expense is Rs. 1,800 of Rs. 600 per month times three months. Paid in cash.

Part-time employee expenses (Rs. 1600) is the sum of cash paid (Rs. 1510) plus amount owed (Rs.90).

Supplies expense (Rs. 80) is beginning supplies inventory (Rs. 100) less supplies inventory on hand on March 31 (Rs.20).

The prepaid advertising (Rs. 150) was run by the local paper on April 2. The benefit of the asset expired so the asset became an expense.

The commercial sewing machine purchase led to an Rs. 1800 asset being recorded (a future benefit). The asset's benefit was partly consumed during May and June resulting in a Rs. 60 depreciation charge (Rs. 1800/ 5 years/ 12 months x 2 months – straight line depreciation.)

Some of the future benefits of the computer and related software asset were consumed during the three month period. A Rs. 250 depreciation charge must be recognized (Rs. 2000/ 2/ 12/ x 3 – straight line depreciation.)

Cash balance at the end of period lower than beginning balance.

Four month's interest must be recorded on the cousins' Rs. 10,000 loan. (Rs. 10,000 x .06 x 4/ 12). Sunita has "rented" the cousins' money for four months. (She forgot to include the March rent in her March 31 balance sheet.)

No depreciation is recorded on the credit-card charge processor loaned by the local credit-card charge processor and the furniture left by the former tenant. These "assets" were not recognized on the financial statement because they were neither donated nor acquired in business transactions.

The uncle's legal work is neither an asset nor an expense of the business. It did not result in a business transaction.

Sunita's potential salary payment in July is neither an expense nor a liability as of March 31. The firm does not have an obligation on March 31 to pay her any compensation.

Activity Sheet 1 presents the company's initial three month income statement. It does not contain a provision for taxes, since Sunita at this early date did not know if income taxes would be due on the annual results.

The principal reasons why the cash balance declined during the three month profitable operating period are:

1. The commercial sewing machine purchase reduced cash by Rs. 1,800 while the related depreciation charge only reduced income by Rs. 90.
2. Ending inventory was higher than beginning inventory and the increase was paid for with cash. That is, more inventory was bought for cash (Rs. 2,900) than the cost of goods sold (Rs. 2,100).

### ACTIVITY SHEET 1

RIBBONS BOWS INCOME STATEMENT FOR THE PERIOD APRIL 1 TO JUNE 30, 2006	
Sales	Rs. 7,720
Cost of Sales	(2,100)
Gross Margin	Rs. 5,620
Employee wages	(1,600)
Rent	(1,800)
Office Supplies	(80)
Depreciation – Computer	(250)
Depreciation – Sewing Machine	(60)
Interest	(200)
Advertising	(150)
Profit before Taxes	Rs. 1,480



**ACTIVITY SHEET 2**

RIBBONS AN' BOWS ANALYSIS OF CASH FLOWS FOR THE PERIOD APRIL 1 TO JUNE 30, 2006	
Beginning Cash	Rs. 4,000
Sales	7,400
Wages	(1,510)
Rent	(1,800)
Merchandise Inventory	(2,900)
Sewing Machine	(1,800)
Ending Cash	Rs. 3,390

**ACTIVITY SHEET 3**

RIBBONS AN' BOWS BALANCE SHEET AS OF JUNE 30, 2006			
Assets		Liabilities	
Cash	Rs. 3,390	Wages owed	Rs. 90
Accounts receivable	320	Interest owed	200
Merchandise Inventory	4,100	Cousins' loan	10,000
Supplies	20		Rs. 10,290
Prepaid rent	1,200	Owner's Equity	
Computer (net)	1,750	Sunita 's equity	\$1,000
Sewing machine (net)	1,740	Earnings	1,480
credit-card proc. deposit	250		Rs. 2,480
Total	Rs. 12,770	Total	Rs. 12,770

Sunita's business is off to a good start, but it will have to do better over the rest of the year if Sunita plans to pay herself any meaningful compensations and repay the cousins' loan at the end of the year

**EXERCISE /ACTIVITY/CASE STUDY-** Refer to illustration above

Tips for teaching- Instructor can talk about the participants business forms and engage in discussion about cash and profit situations of their business

**READINGS** – Finance for Managers and Entrepreneurs, S K Rai, Wiley Publishers

## TOPIC 2: INTRODUCTION TO BOOK KEEPING

**Presentation Pointers:** Journal, Ledger, Types of accounts

**Facilitation Guide** – Refer PPT Introduction to Book Keeping. Ask participants to write the transactions of their respective business. Help them to analyse the transactions as in PPT. Prepare Journal Entries.

**Exercise:** Ask the participants to note how they maintain the individual record.

Suggest them to write five transactions related to their business activities

Refer Template for journal to arrange the transactions

Show them the posting to ledgers. Refer examples in PPT Introduction to Book Keeping

**EXERCISE /ACTIVITY/CASE STUDY** - Refer Template for journal to arrange the transactions

You may refer <https://marketplace.corporatefinanceinstitute.com/accounting-worksheets/> for more templates.

**Tips for teaching:** You are working with entrepreneurs who are working with natural fibre, it is important to understand the transactions related to their business and focus the discussion around those specific lines.

**DON'TS:** Don't discuss the transactions of big corporation, they may not be very relevant.

**READING :** Financial Accounting, R K Arora, Wiley Publishers

**READING :** Management Accounting, Khan and Jain, Tata Mcgrawhill

✓ <https://www.mheducation.co.in/management-accounting-9789352606788-india>

### TOPIC 3: CONCEPT OF TRADING ACCOUNT AND TRIAL BALANCE

**Presentation Pointers :** Trading Account/Trial balance, Assets & liabilities

**Facilitation Guide –** Ask the participants to start with what is ledger they have made list of balances list of accounts if they calculate the balance of each account; they get the final balance as on 31st March 2020; they will make a list and this is what the list is.

Discuss Trial balance means this particular list will be categorized into debit balances and credit balances and we will check the total of debits and credits.

Explain Why do we check this? Because we want to check arithmetic accuracy of the accounts, this does not mean that 100 percent accuracy is ensured. But at the first stage trial balance helps us to know whether arithmetic accuracy

Trading account is a part of final accounts prepared by a business firm which shows gross profitability of business activities during a particular period. In other words, trading account shows total sales, total purchases and all direct expenses relating to purchase and sales.

Who prepares Trading Account? Trading account is prepared by manufacturing companies and trading companies only because the sales and purchases of goods are done in these types of business firms only.

A Trading Account shows the following details:-

Opening Stock of raw material, semi-finished goods and finished goods.

Closing Stock of raw material, semi-finished goods and finished goods.

Purchases of goods Less Purchase Returns

Sales of goods Less Sales Returns

All direct expenses which are directly related to purchases or sales or manufacturing of goods.

**EXERCISE /ACTIVITY/CASE STUDY** - Use the following worksheet

From the following trial balance, we shall prepare trading account for ABC & Co.

**TRIAL BALANCE OF ABC & Co. AS ON 31.03.20XX**

PARTICULARS	AMOUNT	AMOUNT
	DR.	CR.
OPENING STOCK OF GOODS	250000	
PURCHASES	500000	
SALES		900000
FUEL EXPENSES FOR MACHINERY	50000	
ELECTRICITY EXPENSES – FACTORY	60000	
ELECTRICITY EXPENSES – OFFICE	10000	
WAGES TO WORKERS	100000	
SALARIES	30000	
PACKING CHARGES	5000	
TELEPHONE EXPENSES	3000	
PRINTING & STATIONERY EXPENSES	2000	
BANK OF INDIA	15000	
CASH IN HAND	12000	
SUNDRY DEBTORS	40000	
SUNDRY CREDITORS		77000
MACHINERY A/C	30000	
CRATGE & FREIGHT EXP.	6000	
BANK CHARGES	500	
BANK INTEREST	12500	
ADVERTISEMENT EXP.	10000	
SALES PROMOTION EXP.	15000	
CONVEYANCE EXP.	12000	
VEHICLE MAINTENANCE EXP.	30000	
CAPITAL A/C		216000
Total	1193000	1193000

PARTICULARS	AMOUNT	AMOUNT
	DR.	CR.
CLOSING STOCK AS ON 31.03.20XX WAS RS. 224000/=		
ABC & Co.		
TRADING A/C AS ON 31.03.20XX		
INCOME		AMOUNT CR.
SALES		900000
CLOSING STOCK		224000
TOTAL		1124000
OPENING STOCK		250000
PURCHASES		500000
FUEL EXPENSES FOR MACHINERY		50000
ELECTRICITY EXP. – FACTORY		60000
WAGES TO WORKER		100000
PACKING CHARGES		5000
CARTAGE & FREIGHT EXP.		6000
GROSS PROFIT		153000
TOTAL		1124000

Tips for teaching: Closing stock is never shown in Trial Balance. The amount of closing stock, first, is shown in income side of Trading Account, secondly, it is shown in balance sheet under current asset.

#### TOPIC 4: INTRODUCTION TO FINANCIAL STATEMENTS

**Presentation Pointers** : Financial Statements , profit & loss Account, Balance sheet

**Activity** : Share the worksheet of ABC & Co. for the following activities.

- Calculate Current Assets
- Calculate Current Liabilities
- Calculate Fixed Assets
- Calculate Fixed Liabilities
- Calculate Owners Equity
- Prepare Balance Sheet

**FIRM: ABC & CO.**

LIABILITIES	
Share capital	(1)
Reserves and surplus	(2)
Secured loans	(3)
Unsecured loans	(4)
<b>Total liabilities</b>	= (1)+ (2)+ (3)+ (4)
ASSETS	
<b>Fixed assets</b>	(5)
Gross block	
Less: Accelerated depreciation	
Net block	
Capital work in progress	
Investments	
<b>Current assets</b>	(6)
Inventories	
Sundry debtors	
Cash and bank balances	
Loans and advances	
<b>Current liabilities</b>	(7)
Current liabilities	
Provisions	
<b>Net current assets</b>	(6) - (7) = (8)
<b>Total assets</b>	= (5) + (8)

**Facilitation Guide** – Refer to step by step process mentioned above

**Exercise** - Ask participants to prepare for their business

Tips for teaching- Refer to instructions as mentioned in the outline

**READINGS** – Management Accounting, Khan and Jain, Tata Mcgrawhill

✓ <https://www.mheducation.co.in/management-accounting-9789352606788-india>

## TOPIC 5 : COSTING: TYPES COST, OVERHEADS, APPORTIONMENT OF OVERHEADS

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**Presentation Pointers:** direct and indirect costs, overheads

**Facilitation Guide** – Refer to step by step process mentioned above

**Exercise** - Ask participants to prepare for their business

**Tips for teaching** - Refer to instructions as mentioned in the outline

**READING:** Management Accounting, Khan and Jain, Tata Mcgrawhill

✓ <https://www.mheducation.co.in/management-accounting-9789352606788-india>

## TOPIC 6 : COSTING: BATCH COSTING, VARIABLE COST, FIXED COSTS, STEP COSTS & NOMINAL COSTS

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**Presentation Pointers:** Key Elements & Information generated through exercises

**Facilitation Guide** – Refer to step by step process mentioned above

**Exercise** - Ask participants to prepare for their business

**Tips for teaching** - Refer to instructions as mentioned in the outline

**READING:**

Principles and Practice of Cost Accounting, Ashish K Bhattacharya, PHI

✓ <https://www.phindia.com/Books/BookDetail/9788120325555/principles-and-practice-of-cost-accounting-bhattacharyya>

## TOPIC 7 : RAISING CAPITAL

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**Presentation Pointers** : revenue model, market conditions, raising capital

**Facilitation Guide** – Instructions on how to teach and ways to taking session. Add explanations, critical points , guidelines for application etc

Exercise Ask participants to prepare for their business

**Tips for teaching** - Refer to instructions as mentioned in the outline

**READING:** Micro Finance. Debadutta K. Panda, Wiley

✓ <https://www.wileyindia.com/understanding-microfinance.html>

**READING**

✓ <https://indianmicrofinance.com/micro-finance-company-india/>

✓ <https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>

✓ <https://bandhanbank.com/business-banking>

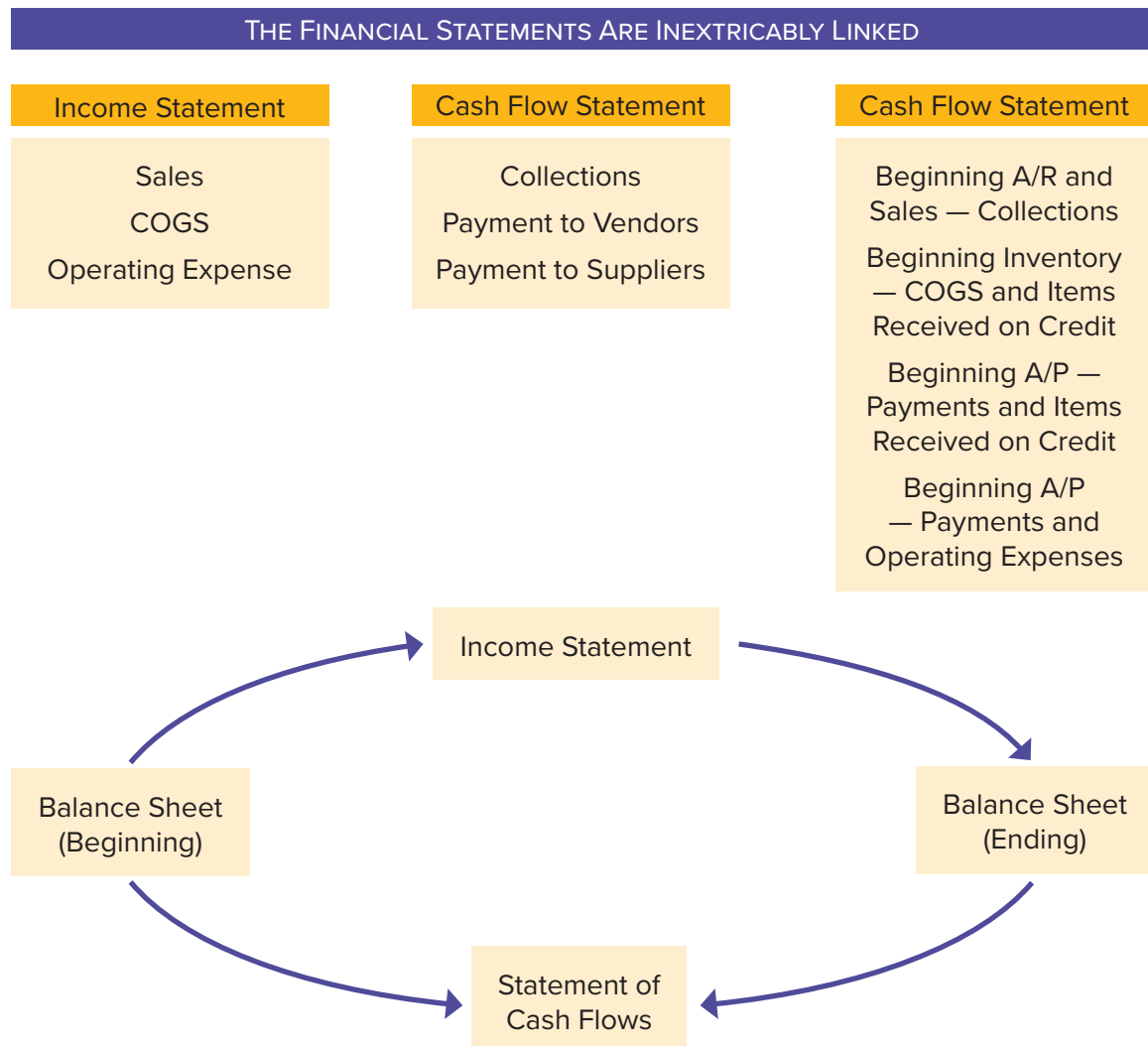
## TOPIC 8 / 9: CASH MANAGEMENT & BUDGETING

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**Presentation Pointers:** cash revenues, budgeting, pricing, Cash crisis, business model

Facilitation Guide for Case Discussion - Suguna poultry

Start discuss with financial statements. With the following diagram discuss the importance of inventory, account receivables (A/R), collections and their impact on cash management.



#### Facilitation Guide :

- Discuss the connections between the three financial statements
- best practices -Discuss the case of Shahnaz Hussain, Suguna poultry and understand the aspects linked with the inventory, new product line, impact of discounts on revenue. Show them how the change impact the balance sheet, income statement and cash flow.
- Brand and Innovative solutions- Refer to the website on Shahnaz Hussain and discuss the product variety.
- Refer the PPT Shahnaz Hussain and Discuss the concept of pricing and types of pricing
- Refer the case Suguna poultry Define the value chain and activities in the value chain to improve cash flows with these activities.

**Exercise** – Case on Shahnaz Hussain, Suguna poultry and video case link to be taught in the session by considering the concept of new product development and impact of cash flow. Encourage participants to think and write the related products to their business to enhance revenue.

Tips for teaching- Explain to the participants the cash cycle and cash conversion cycle and how the short cycle can generate more returns.

### READING

- ✓ <https://www.youtube.com/watch?v=Uu0ZScal-ps>

## TOPIC 10 : EXPORT MARKETS

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**Presentation Pointers** : domestic and foreign markets, registration

**Facilitation Guide** : With the help of the given links, make participants understand the story of Gahaya Link.

Encourage participants to relate and explore the story of Gahaya Link with their business activities and how they can replicate it.

### Use the video:

- ✓ <https://www.youtube.com/watch?v=mmY4lQTgwq0&t=16s> to show the networking with Full Circle Exchange to reach US market

Discuss the story of Janet Nkubana, co-founder and managing director of Gahaya Links

**EXERCISE /ACTIVITY/CASE STUDY-** Use Case Gahaya Link.

Display Websites (<https://www.dgft.gov.in/CP/>)

Take the participants through Registration formalities

**Tips for teaching-** Follow the step-by-step process for case discussion

### READINGS

- ✓ <https://www.newtimes.co.rw/section/read/228283>
- ✓ <https://globalgoodspartners.org/collections/gahaya-links>
- ✓ <https://www.deccanherald.com/content/289900/a-basketful-hope.html>
- ✓ <https://gahayalinks.com/2015/12/work-life-balance-doesnt-have-to-be-so-complicated-a-lesson-from-rwandan-basket-weavers/>
- ✓ <https://www.lionessesofafrica.com/blog/?offset=1439977832759>
- ✓ <https://www.youtube.com/watch?v=h6XZfX9OdyU&list=PLCd2gUXLr3oxTK4eZbcdssU5YKhJGw6ZV>

## TOPIC 11: VALUE CHAIN MANAGEMENT

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**Presentation Pointers** : value chain, product portfolio, inventory

Facilitation Guide Introduce the case Pitambari

Ask participants to write the two problems faced by Ravinder

Discuss the challenges of Ravinder of case of Pitambari in getting the new product acceptance from customers.

Make participants think and write to overcome challenges of acceptance of an ordinary product to a better-quality product.

Involve participants in identifying from the case how Ravinder did it.

Group the information generated through discussions in four/five points. Analyse it from Case perspective.

**EXERCISE /ACTIVITY/CASE STUDY** - Refer to instructions above

### Tips for teaching

Encourage participants to think and discuss how will they diversify their business. Let the write at least two related products that can be added to their present product portfolios.

### READING:

- ✓ Micro Finance. Debadutta K. Panda, Wiley (<https://www.wileyindia.com/understanding-microfinance.html>)
- ✓ <https://indianmicrofinance.com/micro-finance-company-india/>
- ✓ <https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>
- ✓ <https://bandhanbank.com/business-banking>

## TOPIC 12 : MICRO FINANCE, MICRO- ENTREPRENEURSHIP & CLUSTER DEVELOPMENT

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### Presentation Pointers

#### Facilitation Guide:

- Discuss how internal banking and external banking can create resources for communities by self-help groups.
- Using the case of Jay Hanuman Krushak Kalyan Sangh, discuss how the value is created for community and responsibilities and accountability is assumed by different stakeholders
- Ask them to identify the micro-finance available in their line of business activities. Also let them identify what alternatives they can think of. Show them video and ask them how can they approach Micro Finance Institutions for their loan needs.
- Exercise : Discuss Case Jay Hanuman Krushak Kalyan Sangh
- Ask them to identify and write the similarities of their experience with this case.
- Tips for teaching: You are working with social entrepreneurs. it is important to understand their objectives and other things they do to supplement their capital needs.

### READING

- ✓ <https://indianmicrofinance.com/micro-finance-company-india/>
- ✓ <https://www.youtube.com/watch?v=-lGynaac2rA&t=3s>
- ✓ <https://bandhanbank.com/>
- ✓ <https://www.findevgateway.org/case-study/2005/01/shg-revolution-paradigm-shift-case-study-jay-hanuman-krushak-kalyan-sangh>

## TOPIC 13: DYNAMIC BUSINESS MODEL (SPECIAL EMPHASIS ON HYPERLOCAL MODELS)

### Presentation Pointers

- design thinking concept, business model canvas, innovative models
- design thinking concept- Design thinking for solving business problems, phases in Design thinking, starting with design thinking
- business model canvas- How to use business model canvas ? Key activities, resources , partners and other components (Refer to Medium webpage on how to use business model canvas)
- innovative models- Discussion on new business models (GoCoop /iTokri Case as online social marketplace)

### Facilitation guidance for BMC activity

1. Create a picture of how the enterprises on participants looks like as per the business model canvas
2. Help enterprises understand where they are and analyse their strengths, weaknesses , opportunities and threats
3. Casting of shared vision based on internal analysis and then switch to market analysis to insights to how attractive your prospective industry
4. Appreciate the benefits of collective marketing and development of effective business models



**Exercise** - Refer to the video and understand how BMC can be implemented







**Tips for teaching**- Focus on exercise and discuss key learning in the end for co-learning

### READINGS

- ✓ <https://core.ac.uk/download/pdf/10907339.pdf>

## MODULE 3: ENTREPRENEURIAL MARKETING: FOCUSING ON MARKET ORIENTATION, NETWORK CREATION AND BRANDING

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
Market orientation	Customer orientation, competitor orientation and firm performance	 Jaworski and Kohli-1.pdf
Market Strategy & Planning	Segmentation, Targeting, Positioning, Marketing plan	 Strategic Marketing Plan.docx

TOPIC	PRESENTATION DETAILS	CONTENT HYPERLINK/WEBLINK
Market Co-creation and linkages	concept of value, perceived value and value co-creation (By Kotler) Mapping stakeholders	 Mapping your stakeholders.docx  Customer value. pptx
Product Development and Strategy	product development steps, best practices and vision board	 SBC-Handicraft Practice Guide.pdf
Product Design and Innovation	Product innovation tools product design, innovation and trends on the marketing of products <a href="https://www.youtube.com/watch?v=EXtScSURinU">https://www.youtube.com/watch?v=EXtScSURinU</a> <a href="https://www.youtube.com/watch?v=trHb0eVayx0">https://www.youtube.com/watch?v=trHb0eVayx0</a>	 Design thinking Innovation.pdf  Craft processes.pdf
Brand Building Strategy	Branding for small businesses	 branding for small business.pptx
Marketing Communication	content strategy, media and omni-channel strategy	<a href="https://www.youtube.com/watch?v=utHiG_Skbkl&amp;t=11s">https://www.youtube.com/watch?v=utHiG_Skbkl&amp;t=11s</a>
Digital and social media marketing	Social Media Beginner Guide	<a href="https://sproutsocial.com/social-media-marketing-tools/">https://sproutsocial.com/social-media-marketing-tools/</a>
Rural Marketing	4A's of Rural Marketing	<a href="https://www.youtube.com/watch?v=trHb0eVayx0">https://www.youtube.com/watch?v=trHb0eVayx0</a>

## TOPIC 1: MARKET ORIENTATION

**Presentation Outline :** Customer orientation, competitor orientation and firm performance

		Customer- centered	
		No	Yes
Customer - centered	No	Product orientation	Competitor orientation
	Yes	Customer orientation	Market orientation

Source: Principles of Marketing (Kotler & Armstrong, 2006)

### Presentation Pointers:

- ◆ Customer orientation, Competitor orientation and firm performance- Refer to topic creating competitive Advantage
- ◆ Discuss the chart with below to study how companies have moved through four orientations over the years. Try to make participants understand watch customers and find innovative ways to build profitable customer relationships by delivering more value than competitors do.

**Exercise – Market Mapping tools –** Instructor can help in analysis of competitive landscape and challenges faced by the enterprises. Step by step process for the implementation of exercised be referred from outline .

**Tips for teaching -** Instructor can talk about the existing local markets and link with the session of sectoral analysis for understanding the strengths and weaknesses.

**READINGS –** Jaworski, B. J., & Kohli, A. K. (1993). Market orientation: antecedents and consequences. *Journal of marketing*, 57(3), 53-70.

### Competitive Analysis Frameworks

- ✓ <https://blog.alex.com/competitive-analysis-frameworks/>

## TOPIC 2: MARKET PLANNING & STRATEGY

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**Presentation Outline :** Segmentation, Targeting, Positioning, Marketing plan

**Facilitation Guide :** Present the overview on marketing plan .

**Presentation Pointers :** Segmentation, Targeting, Positioning, Marketing plan ([https://college.cengage.com/business/pride/foundations/2e/resources/pf\\_found\\_sample\\_mkt\\_plan.pdf](https://college.cengage.com/business/pride/foundations/2e/resources/pf_found_sample_mkt_plan.pdf))

- Make participant prepare and present marketing plan for their enterprise
- Discuss the areas that need immediate attention and how value can be created by marketing strategy
- Discuss the case of Poma Bamboo and how the community capital is created by cooperative
- Take more inputs from the participants with examples they have seen and experience over their journey in natural fibre

**Exercise – Marketing Plan :** Step by step process for the implementation of exercised be referred from outline to create a Marketing Plan.

**Tips for teaching -** Instructor can talk about the market knowledge, customers and promotion strategy of enterprises. Engage participants into conversations and derive examples from cases like Poma Bamboo for devising a marketing plan.

**READINGS –** 5 C Marketing Analysis (<https://corporatefinanceinstitute.com/resources/knowledge/strategy/5c-analysis-marketing/>)

**A Sample Guide to small Businesses :** Marketing Plan [https://www2.illinois.gov/dceo/SmallBizAssistance/BeginHere/Documents/ILSBDC\\_NewGround\\_MarketingPlan\\_Sept2013.pdf](https://www2.illinois.gov/dceo/SmallBizAssistance/BeginHere/Documents/ILSBDC_NewGround_MarketingPlan_Sept2013.pdf)

### TOPIC 3: MARKET CO-CREATION AND LINKAGES

**Presentation Outline :** concept of value, perceived value and value co-creation (By Kotler) & Mapping stakeholders

**Facilitation Guide:**

- Discuss how value co-creation can act as a platform of innovation by giving business actors the opportunity to integrate resources and dynamic interaction.
- Using the case of Ava Creation, discuss how the value is created for community and defined differently by different stakeholders
- With activity on 'Mapping your customers' understand the relevance of stakeholders and discussion on how the network creation with right stakeholders can help in business improvement

**Exercise :** Mapping your stakeholders -refer to the reading and instructions in the activity section for details for execution of this exercise

Tips for teaching: You are working with entrepreneurs who are working with natural fibre, it is important to understand their objectives and other things they do to supplement their income sources.

**READING :** Linking artisans and weavers with market (Rural Marketing Magazine, October, 2017)

- ✓ <https://ruralmarketing.in/stories/linking-artisans-and-weavers-with-market/>
- ✓ <https://www.technoserve.org/blog/market-linkages-and-value-chain-interventions-bring-hope-to-indias-remote-c/>
- ✓ [https://niti.gov.in/planningcommission.gov.in/docs/reports/sereport/ser/stdy\\_bulding.pdf](https://niti.gov.in/planningcommission.gov.in/docs/reports/sereport/ser/stdy_bulding.pdf)

### TOPIC 4: PRODUCT DEVELOPMENT AND STRATEGY

**Presentation Outline :** product development steps, best practices and vision board

**Facilitation Guide :**

product development steps- refer to the product development stages from Marketing Management by Kotler

**Best practices** - Discuss the case of Naturally Anuradha and understand the aspects linked with design quality of product created and positioned in the market.

**Vision board** - Refer to the HBR reading on 'getting the most of your product development process' and discuss product flowchart. Define the aspects of product vision board and activities to improve product standards be discussed and shared with rest of the participants.

**Exercise –** Case on Naturally Anuradha and video case link to be taught in the session by taking into account the concept of product development. A vision board to be created with list of value added activities.

**Tips for teaching** - Explain to the participants the role of product which is best seller and whom you are selling to as the key question before understanding the product portfolio.

## READING - Designing Products and Business Portfolio

✓ <https://hbr.org/1981/01/designing-product-and-business-portfolios>

How to develop new products? (<https://marketingistheproduct.com/how-to-develop-new-products-a-guide-for-small-business-owners/>)

## TOPIC 5: PRODUCT DESIGN AND INNOVATION

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Presentation Outline: Product innovation tools, product design, innovation and trends on the marketing of products

### Facilitation Guide :

- Discuss what a product stands for and different kinds of products that participants are offering that are better and more relevant than competitors and why?
- Video Case study – Present Eco- Friendly Areca Leaf Plate video <https://www.youtube.com/watch?v=UQxapJ4gYvE>
- Discuss and link the case of Areca leaf plates created with product innovation for environment friendly market. Hear the story of each participant about their hero products.
- Understanding the various states of NER and indigenous designs that are more acceptable basis their unique yet simple looks. Case of Salix making brand for local market can emphasis on the simple design aspect as well.

**Exercise:** Product innovation tools by studying the video case of Eco- Friendly Areca Leaf Plate

**Tips for teaching:** Post the product ideas on the wall in the classroom, along with other things that are made during the course.

**READINGS :** Refer to reading on design thinking and crafting processes

## TOPIC 6 : BRAND BUILDING STRATEGY

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**Presentation Outline :** Branding for small businesses

### Facilitation Guide:

- Familiarise participants with the concept of branding and how local brands are created.
- Engage participants in a brand building activity 'Brand Key'. Instructor can refer to the brand key activity 'shape your brand with this exercise'.
- Participants are asked to create a brand key for their brands created and essence of brand realised would be further used to promote the brand .
- Using the case of Khinam fashion from Arunachal, understand how locally a premium brand can be created.
- Further, learning from how FabIndia has transformed the handloom and handicraft sector, participant can create a unique story of your brand in groups.

**Exercise:** Brand key activity- to understand the essence of the brand , it is important to create key for your brand . Also, Khinam fashion case would help understand the building of local brand by inclusive approach.

**Tips for teaching:** discuss the activities taken by enterprises to create brands for local, national and international level. Understand the initiatives that allows participants to charge premium on their products .

**READINGS :** Branding for local business (<https://www.tailorbrands.com/blog/branding-for-local-businesses>)

## TOPIC 7: MARKETING COMMUNICATION

**Presentation Outline:** content strategy, media and omni-channel strategy

**Facilitation Guide:**

- ◆ Talk about the concepts and relevance of marketing communication. Let the participants talk about the channels they are using to promote their products both online and offline.
- ◆ Based on the brand key activity, the essence of the brand can be used as the message to the audience. Use the right content strategy process and redefine the appropriate message
- ◆ Using the NeDFI Haat, understand how the platform create for one-to-one selling with consumers and business owners can be used for bringing more business
- ◆ Present scenario should talk about the various consumer touchpoints and omni channels that can be optimised for better reach and improving customer experience.
- ◆ Reference read – Is your Marketing Organisation Ready for what's Next ?- A framework for aligning growth strategies with capabilities by Omar Rodriguez, Sundar Bhardwaj, Neil A. Morgan and Shubhu Mitra (HBR, 2020)

**Exercise :** Omni channel strategy – look at the exiting activities and stakeholders and discuss how itokri could create a market for handloom

Tips for teaching: detail on website can be created and promoted .

**READINGS:** Rural brand building and communications striking an emotional chord (Rural Marketing Magazine, September 2015)

## TOPIC 8: DIGITAL AND SOCIAL MEDIA MARKETING

**Presentation Outline:** Social media beginner guide

**Facilitation Guide:**

- ◆ Discuss the relevance of digital platforms for business
- ◆ With example of Amazon Saheli and karigar initiative, discuss how the account can be created on Amazon for taking benefits of such initiatives. Instructor may take example of other initiatives by corporates for bulk purchase of Handloom and handicraft products
- ◆ In groups, list down the e-commerce portals used by enterprises and benefits received along with provision for promotions to audience.

- ◆ Case study on Deal Share can be taken up to realise how social networks can be used to promote businesses
- ◆ Tools that can be used for actively engaging consumers to be discussed.

**Exercise :** Create social media accounts and signing into e-commerce portals- step by step process

**Tips for teaching :** Ask about the existing social media activities and then build upon the things that can be done by the enterprise by taking example of firms like Deal share, Amazon Saheli and Karigar.

**READING :** Social Media beginner guide

✓ <https://sproutsocial.com/social-media-marketing-tools/>

## TOPIC 9: RURAL MARKETING

**Presentation Outline:** 4A's of Rural Marketing

**Facilitation Guide :**

- ◆ Reflect on for A's of Rural Marketing- Availability, Affordability, Acceptability and Awareness.
- ◆ Activity on how to prepare market hub for rural weavers and using community as capital to promote a right story
- ◆ Relevance of how culturally associated, indigenous products be created as a niche brand for charging premium. Also, a few examples of how amalgamation of various indigenous designs can create a new niche product.
- ◆ Activity – Frame your Brand be used in the session to touch upon various aspects of businesses





**Exercise :** Frame your Brand – While planning your niche brand, you must keep in mind some important things about your business .Case discussion on Daniel Syiem's Ethnic Fashion House

**Tips for teaching:** discuss the premium and local business markets and how niche branding can help in creating markets.

**READINGS:** Marketers can't ignore rural India anymore

✓ <https://www.exchange4media.com/marketing-news/marketers-cant-ignore-rural-india-any-more-47444.html>

## MODULE 4: ENTERPRISE COMPETENCIES: ENTREPRENEURIAL SKILLS, REGULATORY ENVIRONMENT AND SUPPORT SYSTEM

TOPIC	CONTENT DETAILS	CONTENT HYPERLINK/WEBLINK
Legal Structure and Compliance	legal entity, intellectual property	 Registration for GST.docx  Registration for MSMEs.docx <a href="https://www.youtube.com/watch?v=1yQbs6ERuao">https://www.youtube.com/watch?v=1yQbs6ERuao</a>
Human Resource Development & Management	Problem Solving Skills and communication Skills	<a href="https://www.helpguide.org/articles/relationships-communication/effective-communication.htm">https://www.helpguide.org/articles/relationships-communication/effective-communication.htm</a> <a href="https://www.1199seiubenefits.org/wp-content/uploads/2012/01/Facilitator-Guide-for-Communication-Workshop.pdf">https://www.1199seiubenefits.org/wp-content/uploads/2012/01/Facilitator-Guide-for-Communication-Workshop.pdf</a> <a href="http://www.fao.org/3/i2134e/i2134e02.pdf">http://www.fao.org/3/i2134e/i2134e02.pdf</a>
Schemes and Policies	MSME Helpline	<a href="https://www.youtube.com/watch?v=VJC7TGzjldo">https://www.youtube.com/watch?v=VJC7TGzjldo</a>
Stakeholder Management and Resource Mobilisation	Stakeholder concepts & applications	 Stakeholder concept.pdf <a href="https://www.youtube.com/watch?v=hAzgyHBH2WE">https://www.youtube.com/watch?v=hAzgyHBH2WE</a>
Project Management	Collectivisation approach & resource sharing	 Project Management.pdf

### Session I: Legal Structure and Compliance

#### Presentation Outline : legal entity, intellectual property

Facilitation Guide: Ask participants the formalities related to MSME Registration, Make participants prepare a list of the documents required for registration on Udhyam Portal and Use the link

- ✓ [https://eudyogaadhar.in/?gclid=CjwKCAjw9ailBhA1EiwAJ\\_GTSmAJY0nljblOp0V2AwRxHutBnizVi3VKeE4WbBz9RrTqSVletWUu5hoCnPgQAvD\\_BwE](https://eudyogaadhar.in/?gclid=CjwKCAjw9ailBhA1EiwAJ_GTSmAJY0nljblOp0V2AwRxHutBnizVi3VKeE4WbBz9RrTqSVletWUu5hoCnPgQAvD_BwE)

Discuss the mandatory compliances for MSMEs

Introduce Return Periodicity of MSME Form 1

MSME Form 1 is a mandatory compliance for specified companies. Specified Companies are types of companies as defined in Section 9 of the Micro, Small and Medium Enterprises Development Act, 2006 [MSMED Act]. These Specified Companies need to fill the MSME Form 1 on a half-yearly basis to the Ministry of Corporate Affairs [MCA].

### Readings

- ✓ <https://www.youtube.com/watch?v=1yQbs6ERuao>
- ✓ [https://corpbiz.io/learning/what-are-the-msme-compliances/#:~:text=Compliances%20for%20MSME,\(Ministry%20of%20Corporate%20Affairs\).](https://corpbiz.io/learning/what-are-the-msme-compliances/#:~:text=Compliances%20for%20MSME,(Ministry%20of%20Corporate%20Affairs).)

## SESSION II: HUMAN RESOURCE DEVELOPMENT & MANAGEMENT

**Presentation Outline** – As specified above with a focus on Managing stress, creating action plans, learning from failures

**Facilitation Guide** – Explore common pitfalls groups encounter when attempting to solve problems

Understand the importance of creating targeted norms for problem solving

Demonstrate one way of increasing facilitator power - and one way of increasing group power – during problem solving meetings

Select a problem for a problem-solving meeting (and understand how this process applies outside of the classroom)

Describe the “shape” of all problem-solving meetings (divergent and convergent phases)

Introduce them to activity listed.

**EXERCISE /ACTIVITY/CASE STUDY-** Follow the activity sheet

### DO'S & DON'TS/ TIPS FOR TEACHING

→ Do's:

- ◆ Facilitation can take a lot of mental effort, meaning that it can be difficult to think about and contribute content while facilitating. Neutrality is also important. So if you have an interest in the outcome, or have skills, experience, information or authority which is important for a successful outcome, then consider bringing in an external facilitator.

→ Don't

- ◆ Sharing the “what” of the Problem-Solving Skills but not the “why.”
- ◆ Assuming intent was understood without verification.

For instruction for class prep (both conceptual & advanced level)

- ✓ <https://www.roberthalf.com.au/career-advice/career-development/problem-solving-skills>
- ✓ [https://www.mindtools.com/pages/article/newTMC\\_00.htm](https://www.mindtools.com/pages/article/newTMC_00.htm)
- ✓ <https://blog.vantagecircle.com/problem-solving-skills/>

## TOPIC 2: COMMUNICATION SKILLS

**Presentation Outline** – As specified above with a focus on Communication types , skills and Self- assessment

**Facilitation Guide** – Highlight the fundamentals of basic communication

Identify various types of verbal communication

Discuss various types of non-verbal communication

Analyze communication and listening skills and identify and practice ways to improve skills

Recognize various factors that influence communication.

Follow the activity sheet

**EXERCISE /ACTIVITY/CASE STUDY**- Follow the activity sheet

### **DO'S & DON'TS/ TIPS FOR TEACHING**

→ Do's:

- ◆ Build a co-operative learning environment
- ◆ Help to motivate and direct the students' learning experience

→ Don't

- ◆ Sharing the “what” of the communication Skills but not the “why.”
- ◆ Assuming intent was understood without verification.

**READINGS** – For instruction for class prep (both conceptual & advanced level)

- ✓ <https://www.helpguide.org/articles/relationships-communication/effective-communication.htm>
- ✓ <https://www.1199seiubenefits.org/wp-content/uploads/2012/01/Facilitator-Guide-for-Communication-Workshop.pdf>.
- ✓ <http://www.fao.org/3/i2134e/i2134e02.pdf>

### **SESSION III: SCHEMES AND POLICIES**

**Presentation Pointers** : central government, State government schemes and policies

**Facilitation Guide** : Instructor may refer to the available scheme document for reference . Also, an expert to simplify these schemes would be helpful.

**Exercise** : Awareness, access, assistance- discuss to understand the awareness level of schemes , access for easy business and available assistance for such schemes.

**Tips for teaching:** Involve participants and let them talk about their challenges faced while trying to access a scheme . A real time example with benefits incurred from schemes would be helpful.

**READINGS:** <http://www.handlooms.nic.in/writereaddata/2486.pdf>

[https://www.startupindia.gov.in/content/sih/en/government-schemes/Mega\\_cluster.html](https://www.startupindia.gov.in/content/sih/en/government-schemes/Mega_cluster.html)

<https://www.fibre2fashion.com/industry-article/4956/handloom-cluster-development>

### **SESSION IV: STAKEHOLDER MANAGEMENT AND RESOURCE MOBILISATION**

**Presentation Pointers** : Stakeholder Analysis & partnership

**Facilitation Guide** : Discuss the case of Sualkuchi- Manchester of Assam and gather the insights on creation of clusters for stakeholder engagement .

**Exercise** : Stakeholder mapping (refer to curriculum)

**Tips for teaching:** Involve participants to identify the key stakeholders and discuss the various kinds of skills required to improve the business.

### READINGS

- ✓ <https://www.youtube.com/watch?v=hAzgyHBH2WE>
- ✓ <https://pib.gov.in/PressReleaselframePage.aspx?PRID=1657693>

### SESSION V: PROJECT MANAGEMENT

**Presentation Pointers :** Operational excellence, customer centricity and digital solutions

**Facilitation Guide :** Refer below

- Step1: Instructor will share a broad overview of project management, including some distinctive characteristics of projects. The presentation needs to include several real scenarios to illustrate the diversity of projects.
- Step II: Overview of various project life cycles need to be shared, and participants need to look into their appropriateness for use depending on the characteristics of a project.
- Step III: Participants examine processes, knowledge areas, and organizational influences that are critical to successful project management.

**Exercise :** Value creation for stakeholders (refer to curriculum)

Tips for teaching: Follow a holistic approach to link all the activities understand to understand stakeholders and how they are managing small projects in small firms.

### READING

- ✓ <https://www.oecd.org/cfe/smes/2492440.pdf>
- ✓ [https://sustainabledevelopment.un.org/content/documents/25851MSMEs\\_and\\_SDGs\\_Final3120.pdf](https://sustainabledevelopment.un.org/content/documents/25851MSMEs_and_SDGs_Final3120.pdf)

## AUTHORS' PROFILES

### NATATLIE WEST KHARKONGOR (PROJECT LEAD)



Dr. Natalie West Kharkongor currently is an Associate Professor of Economics and Chairperson, Incubation Center, Indian Institute of Management Shillong. With more than 28 years of experience, Natalie has worked in the area of social entrepreneurship, women empowerment, green economics and areas that touches the lives of people in North-Eastern region of India.

### GURPREET KOUR (PROJECT CO-LEAD)



Dr. Gurpreet Kour is an Assistant Professor in the area of Marketing at Indian Institute of Management, Shillong. With her experience on projects in association with IFC, Acumen Funds and John Hopkins, Gurpreet has worked on development of training curriculum, conducting field training and workshops for capacity building of management and local service providers in the various regions of India.

### NEELAM RANI (SUPPORTING TEAM MEMBER)



Dr. Neelam Rani is an Associate Professor, Board Member, Chairperson Doctoral Program & Research and Area Chair (Finance & Control) at Indian Institute of Management Shillong. She is a Fulbright Fellow. With more than 20 years of work experience, she has conducted corporate training and consultancy in the area of financial management, corporate governance, and mergers and acquisitions. She has been awarded 3E Innovative Young Researcher Award.





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