



Strategic Partnership for Schools - Project CZ01-KA219-023874-1

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# Erasmus+ Project

Strategic Partnership for Schools

Year (2016 – 2018): CZ01-KA219-023874-1

**Project Topic:** Volunteering As A Benefit To  
Entrepreneurship

**Final Output Of the Project:** A Handbook About Successful  
Steps in Entrepreneurship

## Partners:

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**Year: 2016 - 2018**



## **PREFACE**

During the two year duration of this project, “**Volunteering as a Benefit To Entrepreneurship**”, students were asked to complete a selection of tasks specifically designed to improve a wide variety of skills, ranging from Soft skills and self-awareness, to Financial competence and Team building. Each of these new found abilities will provide the students with a firm foundation on which to build that will prove vital when entering the world of bussiness and work.

Students created numerous excellent presentations relating to a variety of elements within the above theme which led to this final output of the Project — **A Handbook About Successful Steps in Entrepreneurship**. For this handbook we have compiled and re-arranged SEVEN of the best presentations after a through checkup, so that they can be used by future students as a reference book.

I hope and I am sure that all those who will use this handbook, will find it a practical and useful addition for their own further studies.

Thanks are due to everyone, especially to Mrs. V. Michalíková, Principal SMVV Praha for her kind support, assistance and help.

*Ing. Haseeb Khan*

**SMVV Praha  
Czech Republic**



## TABLE OF CONTENTS

<b>1. A short introduction to our project</b>	4
<b>2. Soft Skills</b>	6
2.1 Essential Skills	7
2.2 Developing Interpersonal Skills	9
2.3 Resolving Conflicts	12
<b>3. Overview to Effective Business</b>	18
3.1 Business rules and organisations, Risks, Etiquette	20
3.2 Types of Business Organisations	22
<b>4. Business Incubator</b>	24
<b>5. Volunteering</b>	29
<b>6. Entrepreneurship</b>	36
6.1 The Concept of Entrepreneurship	36
6.2 Entrepreneurial Studies	37
6.3 Functions of an Entrepreneur	38
6.4 Need for Entrepreneurship	41
6.5 Advantages and Disadvantages of Entrepreneurship	42
6.6 Process of Entrepreneurship	43
6.7 Entrepreneur Quiz	44
<b>7. Entrepreneurial Marketing</b>	46
7.1 Meaning and Significance of Marketing	46
7.2 Characteristic of Entrepreneurial Marketing	46
7.3 Marketing for Startups	47
7.4 Marketing your Business	47
7.5 Functions of Marketing	48
7.6 Entrepreneurial Marketing vs Traditional Marketing	49
7.7 Marketing Challenges and Strategies	49
<b>8. Skills Needed for Working in an International Team</b>	51
8.1 Understanding the Dynamics of Your Team	51
8.2 Flexibility	51
8.3 Focus on Communication	51
8.4 Embracing Cultural Differences	52
8.5 Keep Growing as a Professional	52
8.6 Identify the Gaps	52
8.7 Using Technology	53
8.8 A Quiz	54
<b>9. References</b>	56



## 1. A SHORT INTRODUCTION TO OUR PROJECT

### Volunteering as a Benefit - Entrepreneurship

#### What is Erasmus+ project?

**Erasmus+** is the European Union programme which supports projects, partnerships, events and mobility in the areas of education, training, youth and sport. The programme, which runs from 2014 to 2020 with a budget of almost EUR 16,5 billion provides funding opportunities for cooperation in all these areas, both among European countries and between European countries and Partner countries throughout the world. It offers a number of opportunities for higher education students, doctoral candidates, staff and higher education institutions from around the world.

#### About the project

Our project aims to develop the entrepreneurial skills of students by means of the method 'learning through working', as well as raising the level of financial competence, communication and presentation skills and the ability to work in a team, the so called "**Soft Skills**". The project will present its activities and products in 2017, which is declared a European year of Entrepreneurship. We want to give our students the best possibilities for developing their entrepreneurial skills but also to make them face the social realities that motivate them to do voluntary work. We will focus our efforts on the cultivation of self-awareness and the appreciation of others, empathy towards individuals that may be suffering and a desire to share these values to help others. We have chosen volunteering as the second most important point of emphasis of this project to further promote these values.

#### Aims

The fundamental aim of this project, which enlists four schools from The Czech Republic, Bulgaria, Romania and Italy, is to establish criteria for successful implementation of a given entrepreneurial idea on the European market. The main goal of the project is to develop entrepreneurial skills in students from the partner schools which will help the young people to adapt faster to the real working environment. These skills will lead to more success on the labour market and provide the opportunity to develop their own business, both in their home country, and in the project partner countries. Having raised their level of communication and presentation skills the students will have the ability to present themselves better at job interviews, at forums for entrepreneurship ideas, at –start-up conferences and competitions and at meetings with –business angels. Volunteering is part of the social entrepreneurship and it has its important place in the process of accomplishing the project's tasks.

#### Work process

We are four schools from different countries and we have planned to organize four training activities. At these conferences the teachers and students participating will discuss the criteria and features to which every entrepreneurial idea should aspire to. They will work together in order to improve the way they communicate and give presentations. They will also make and share films to achieve our goals. Programs for education will likewise be presented that will help young people to adapt easier, faster and better to a real working environment and give them the courage to start their own businesses. Finally we will look for greater efficiency of the activities in favour of local communities. In addition, we will take care of the needs of disadvantaged groups of people. During the training workshops voluntary initiatives will also be organized, aimed at solving both a social and ecological issues.



## Expected results

Our first product will be called "**Business incubator**"- where students from each school will present ideas about the topic in their respective countries. A film presenting the entrepreneurial ideas of students will give the users a chance to be introduced, not only to the special features of the conditions for development of entrepreneurship, but also to the specifics of social entrepreneurship of each participating country. Towards the end of the project the students who have developed an entrepreneurial idea will present it at "**Entrepreneurial market**". A jury, consisting mainly of business representatives and Non-Governmental Organizations, will add even more significance to our project.

The final product "**Successful steps in Entrepreneurship**"-is an online handbook. The purpose of which is to familiarize interested parties with the steps that need to be taken, from start to finish, in order for an entrepreneurial idea to be realized, taking into account specific features of partner countries. This handbook will not only be in English but also in the national languages of the countries taking part in the project. This handbook will be available and accessible both on the projects website and as a hard copy to the greatest number of potential users.

All products will give the users a chance to improve their English language knowledge, their History knowledge and ICT skills.

On annual project meetings, together with the planned activities, memories and general events will be discussed, pictures and joint products will be presented. Thus, a better and constant communication will be made between partners.

There will be –travel mapsll which will contain information about each countries cultural, historical and geographic characteristics as well as information about each school's history, profile, specialties and age group of students. When defining the assessment criteria of the entrepreneurial ideas and presenting the winners from –Business incubatorl and -Entrepreneurial marketl we will invite business mentors, bank mentors, as well as representatives from NGOs to act as experts. The main aim is for students to gain a real world picture of the requirements of institutions and businesses towards their knowledge, skills and competences.





## 2.1 Essential Skills

Source: <http://inside.senecacollege.ca/learningcentres/>

**Self reflection:** It is a way of assessing yourself, your ways of working, and thinking carefully about your own behaviour patterns and beliefs.

**Self-assessment:** It is the first step of the [career planning process](#). It is a way of gathering information about yourself in order to make an informed career decision. Self assessment should include these areas: Learning Styles, [Qualifications](#), A review of your skills, abilities and interests, Online Career Assessments.

Knowing yourself better can be a useful tool to support you in your job search and career planning or if you just want to increase your self-awareness. Assessing your actions, attitudes and performance can help you identify your learning styles, qualifications, interests, strengths/weaknesses and skills.

**Task 1:** Self-Assessment (Students should be provided a step-by-step guide that enables them to take a personal inventory of their personality, attitudes, skills, achievements, values and interests, as well as learning styles and motivation. Career Orientation (Explore objectives and goals)

**Task 2: Do/Prepare a skills checklist** - A skill is anything you do well and that has a result. Each individual has between 500 - 800 skills. We are all born at a specific place and time, which will dictate our uniqueness in the skills that we each have. Use the following chart in order to build a selective skills list which includes: Mathematical/Scientific, Artistic, Computer, Communication, Literacy, Personal and Team Management.

Mathematical/ Scientific	Artistic	Computer	Communication	Literacy	Personal & Team Management

**Task 3: Know your Strengths, Weaknesses and Flexibility** - ability to deal with people, positive flexible attitude, how do we gain or lose trust, etc.

### Ask yourself:

- **Strengths** – What are my strengths? For example, am I well organized? Do I remember things?
- **Weaknesses** – What are my weaknesses? For example, am I distracted? Do I need more practice with a particular skill?
- **Skills** – What skills do I have and what am I good at?
- **Problems** – What problems are there at work/home that may affect me? For example, responsibilities or distractions that may impact on study or work.
- **Achievements** – What have I achieved?
- **Happiness** – Are there things that I am unhappy with or disappointed about? What makes me happy?
- **Solutions** – What could I do to improve in these areas?



**Make a list of your weaknesses** or any barriers that prevent you from doing your best. It is just as important to know what you can do well as it is to know what you cannot do well so that you are able to find a job where you can succeed.

**Flexibility** at work is a necessity for employees and employers alike. Streamlined workforces, shifts in technology and a changing market are just a few reasons why a positive flexible attitude is the new norm for many organisations. While your company may not have a formal set of rules for a flexible workplace, there are many advantages to be gained by [taking on a flexible attitude](#) and approach when it comes to your job. Similarly, **Adaptability** is a very valuable asset to employers. Those who are flexible and can adapt to different situations are reliable no matter what's thrown at them.

### Advantages of Being Flexible – from the Employee's Perspective

- Embracing change can expand your opportunities.
- Being flexible can help you strike a better work/life balance.
- Being flexible will make you more responsive to change.

### Advantages of Being Flexible – from the Employer's Perspective

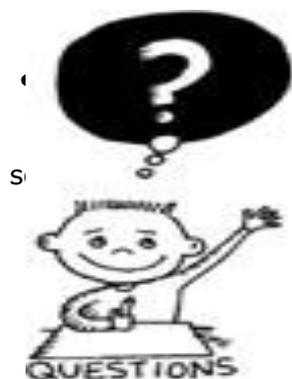
- Being flexible signals that you value diversity in the workplace.
- Flexibility is a good management decision.
- Being flexible is a win-win.

## 2.2 Developing Interpersonal Skills

**Interpersonal skills** – The set of abilities enabling a person to interact positively and work effectively with others. Development of the interpersonal skills of employees is a key goal of training and development initiatives for many companies and is considered a constructive manner in which to handle office disputes and other personnel issues. These skills include the areas of communication, listening, delegation of tasks and leadership.

**Task 1:** Alone or with a partner and with help of a mind map find out more characteristics you need to be successful at work.

- As it is very important to develop Interpersonal skills you should ask yourself:



- Can I complain about an unreasonable workload?
- Can I ask questions and make statements without fear of seeming stupid or incompetent?
- Can I stand up for my rights when a friend or a co-worker is rude or unreasonable?

**Intercultural skills:** The ability to understand different cultural contexts and viewpoints, demonstrating respect for others, adapting to and accepting different cultural settings, speaking foreign languages, and being open to new ideas and ways of thinking.

**Task 2:** In teams of three or four, discuss your answers to the following questions:

- Are intercultural skills important in the workplace today? Why?
- How would good intercultural skills help you and/or the organisation that you work for?
- How would poor intercultural skills affect you and/or the organisation that you work for?
- How do you think employers gauge your intercultural skills at a job interview?

**Assertiveness:** Being assertive means being able to stand up for your own or other people's rights in a calm and positive way without being either aggressive or passively accepting 'wrong'. When developing an assertive approach first think of how you would like to be treated, most people respect someone who is honest and direct, but you should be respectful of others rights and feelings as well as your own. By showing respect for your own feelings and those of others, you can achieve your desired goals.

When assertiveness is practiced at work, everyone wins.



**Task 3:** Are you over or under assertive? To find out, complete this exercise:

### **Assertiveness in the Workplace**

Answer the statements using the following rating system:

**1 Never**

**2 Rarely**

**3 Sometimes**

**4 Usually**

**5 Always**

1. I can say no to high-pressure sales people \_\_\_\_\_
2. I can return defective merchandise to the store \_\_\_\_\_
3. I can speak out if someone butts in front of me in line \_\_\_\_\_
4. I can listen to someone point out a mistake I made without becoming defensive or upset \_\_\_\_\_
5. I can speak in front of a group without undue anxiety \_\_\_\_\_
6. I can complain about an unreasonable workload \_\_\_\_\_
7. I can maintain my point of view in the face of a disagreement from an aggressive, opinionated person \_\_\_\_\_
8. I am able to negotiate salary increases, changes in job title or function \_\_\_\_\_
9. I am able to ask questions and request further information without fear of sounding stupid or incompetent \_\_\_\_\_
10. I can object when I feel I am being treated unfairly \_\_\_\_\_
11. I can stand up for my rights when someone in authority is rude or unreasonable \_\_\_\_\_
12. I can insist that my landlord (mechanic, repairman, etc.) make repairs, adjustments or replacements, which are his/her responsibility \_\_\_\_\_
13. I can request the return of borrowed money or items without being apologetic \_\_\_\_\_
14. When I need help or a favour from a friend, I can ask directly for what I want rather than using indirect means like hinting \_\_\_\_\_



15. I can make the first move towards beginning a friendship with someone I am getting to know \_\_\_\_\_

16. I can refuse to do something I don't feel like doing, without feeling guilty \_\_\_\_\_

17. I can accept a compliment graciously without discounting it in my own mind \_\_\_\_\_

18. I can ask my roommate/spouse to take on a fairer share of the household chores \_\_\_\_\_

19. I am able to openly express love and affection \_\_\_\_\_

20. I can accept my own mistakes and imperfections \_\_\_\_\_

21. I can make my own decisions and feel good about them \_\_\_\_\_



22. I can say no to the demands of close friends and relatives that I do things their way \_\_\_\_\_

23. When someone does something that bothers me I am able to express my feelings \_\_\_\_\_

24. I am (or would be) a good model of assertiveness for my own child \_\_\_\_\_

### TOTAL SCORE

Total your scores to assess how assertive you are in each area:

95 - 120 ...	Assertive
75 - 95 ...	Moderately Assertive
50 - 75 ...	Inconsistently Assertive
under 50 ...	Need Practice

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**Task 1:** Which method do you typically follow? Use the following chart to list situations in which you use these methods.

Flee	Oblige	Defeat	Win/Lose	Co-operate

## Teamwork and collaboration (Working in a Team)

Working effectively in a team environment is crucial for many small businesses. It requires **skills in effective communication, collaboration, time management, and business acumen**. On a team, members share the ownership of meeting the defined objective. Could you imagine the factors that influence how a team functions?

### Task 2:

Could you imagine the factors that influence how a team functions?  
Please list a few factors and try to find some general tips for helping teams work effectively!

Keep in mind that there could be tips referring to:

- the time before a meeting
- between meetings
- the meeting itself



For information about writing collaborative project reports, visit this site:  
[http://www.cs.unc.edu/~jbs/sm/Part3\\_collabdocs.html](http://www.cs.unc.edu/~jbs/sm/Part3_collabdocs.html)

This site provides basic information on brainstorming ideas in a team and dividing the work. It also describes the process of combining the information generated by the team into a solid document.

### Group Skills

[http://www.biology.iupui.edu/Biology\\_HTML\\_Docs/Biology\\_HTML\\_Docs/biocourses/K345/PBL\\_Web\\_Pages/GroupSkills.html](http://www.biology.iupui.edu/Biology_HTML_Docs/Biology_HTML_Docs/biocourses/K345/PBL_Web_Pages/GroupSkills.html)

This site provides practical instruction on how to work effectively in groups by moving from self-acceptance to the acceptance of others, learning about interpersonal relations and good conduct, and becoming familiar with group and team processes.



## The Seven Challenges: Cooperative Communication Skills, Workbook and Reader

<http://www.coopcomm.org/w7a1toc.htm>

This workbook provides insightful information and practical instruction on how to communicate more clearly and efficiently. Listening, explaining, and expressing yourself are covered. In addition, the workbook discusses translating criticisms into positive opportunities for growth, asking appropriate questions, and expressing appreciation.

### Transferable Skills

[http://www.quintcareers.com/transferable\\_skills.html](http://www.quintcareers.com/transferable_skills.html)

In her article, Katharine Hansen provides an overview of those skills that can be transferred to any work situation. Among those cross-occupational skills discussed are: communication, research and planning, human relations, organisation, management, leadership, and work survival skills.

### Wordscapes

[http://www.wordscapes.net.working\\_well.htm](http://www.wordscapes.net.working_well.htm)

Visit this site for tips on working well with others

## Developing an Awareness of Workplace Expectations

### Task 3:

Do the following exercise to test your knowledge of expectations in the work environment. It consists of 30 true/false questions.

**(Circle T for True, F for False or Both in the column to the right)**

1.	It is always preferable to maintain a serious facial expression when you work.	T/F
2.	When someone asks you if you want to go for coffee, it is wise to refuse because you want to continue working through the break.	T/F
3.	If someone asks you "how's it going?" -it is better to just reply "OK and continue with your work.	T/F
4.	It is quite acceptable to discuss family activities at work.	T/F
5.	You should never socialize with co-workers after work.	T/F
6.	If you are not of the same religious faith, you should never wish someone a happy religious festival e.g. "Merry Christmas."	T/F
7.	When introduced, shaking hands with your co-workers and superiors is a practiced workplace custom applicable to both men and women.	T/F
8.	It is perfectly acceptable to call the boss by his/her given name.	T/F
9.	You are not required to perform tasks that have not been specified in the job description.	T/F
10.	If a co-worker or superior asks you for your assistance, you should always try to be helpful as soon as possible.	T/F
11.	It is better to admit that you don't know how to do a particular task.	T/F
		<input type="checkbox"/>



12.	Personal calls are acceptable at certain times of the day.	T/F
13.	If the transit system is on strike, it is acceptable not to come to work that day.	T/F
14.	If you are working as part of a team, you should trust the other people on the team to do their share of the work.	T/F
15.	When the boss stops by your area, it is advisable to keep your head down and continue working until he/she leaves.	T/F
16.	You should always be willing to share your knowledge and expertise with co-workers.	T/F
17.	It is always advisable to have back-up daycare arrangements in case something happens to your first choice of daycare.	T/F
18.	It is very important to be on time when attending meetings.	T/F
19.	You should always leave at quitting time whether or not your work is finished.	T/F
20.	If you are not sure about something at work, it is better to admit it and ask for clarification.	T/F
21.	It is better to be silent at meetings, even when you feel strongly about an issue.	T/F
22.	It is okay to offer suggestions to superiors.	T/F
23.	Before you complete any task, you should constantly ask your superior questions about procedures to be followed.	T/F
24.	You should never try to think of useful projects to do at work without being told to do so by your superior.	T/F
25.	It is better to schedule medical or dental appointments during work hours.	T/F
26.	If something you don't eat is served at a staff luncheon, it is polite just to say "no thank you" rather than explain why.	T/F
27.	It is understood in most workplaces that you don't openly gossip about co-workers.	T/F
28.	It is quite acceptable to have a personal relationship with co-workers.	T/F
29.	It is never acceptable to get time off from work to attend the funeral of a close friend or relative.	T/F
30.	If someone corrects a mistake you made, you should thank him/her for it and not feel threatened.	T/F

Individuals should exercise personal judgement in actual work situations.



## Answers to T/F Questions

1.	<input type="checkbox"/> F	A smile is always welcome in the workplace.
2.	<input type="checkbox"/> T/F	Friendliness and sociability are considered good qualities in the workplace but frequent unscheduled breaks can cause a problem.
3.	<input type="checkbox"/> T/F	"Small talk" is important in the workplace to foster an agreeable working atmosphere. However, there are certain occasions when deadlines have to be met and co-workers need to understand that you can't stop to talk.
4.	<input type="checkbox"/> T	Most people feel honoured when a co-worker tells them about his/her family, but be careful not to bore them.
5.	<input type="checkbox"/> F	An occasional get-together with co-workers creates harmony which can be transferred to the work environment.
6.	<input type="checkbox"/> F	We live in a multicultural society and respect for cultural differences is highly valued.
7.	<input type="checkbox"/> T	This is a common greeting custom in the western world.
8.	<input type="checkbox"/> T/F	Many business people call each other by their first name. Superiors will indicate their preference to their employees.
9.	<input type="checkbox"/> F	Entry-level positions often cover a wide range of duties, some of which may be considered below you. Check with your mentor or buddy if you feel you have been taken advantage of.
10.	<input type="checkbox"/> T	You are considered efficient and a team player when you respond quickly.
11.	<input type="checkbox"/> T	Honesty and integrity are very highly valued in the workplace.
12.	<input type="checkbox"/> T/F	Unnecessary frequent personal calls are unacceptable during work hours but personal calls at break. Times and emergency calls always are acceptable.
13.	<input type="checkbox"/> F	You are always expected to find an alternate way to come to work unless you are ill or dealing with an emergency.
14.	<input type="checkbox"/> T	Absolutely! Co-operation and mutual trust is a workplace expectation!
15.	<input type="checkbox"/> F	It is important to acknowledge your boss's presence with a smile or friendly gesture.
16.	<input type="checkbox"/> T	Positively! This is an expectation.
17.	<input type="checkbox"/> T	You are always expected to provide back-up daycare unless there is a serious unforeseen emergency.
18.	<input type="checkbox"/> T	Absolutely! This is a highly valued life management skill.
19.	<input type="checkbox"/> F	If a deadline is to be met, it is preferable to stay behind to see the task through to its completion.
20.	<input type="checkbox"/> T	It is always acceptable to say that you don't understand something and ask for clarification.
21.	<input type="checkbox"/> F	Employee input is much appreciated at meetings in most workplaces and in many, it is greatly encouraged.
22.	<input type="checkbox"/> T	Absolutely! Many companies offer bonuses for good suggestions.
23.	<input type="checkbox"/> F	Employers really value creativity and initiative and appreciate employees who don't need constant step-by-step instructions.
24.	<input type="checkbox"/> F	Again, good self-motivation, creativity and initiative are highly valued in the workplace.



25.	F	Employers prefer that you schedule them before, after, or if necessary, at the beginning or the end of the day.
26.	T	Many people have different dietary habits but it is more important to express one's appreciation for a staff luncheon that has been provided, rather than one's criticism of the type of food served.
27.	T	This is a no-no and is discouraged.
28.	T/F	Friendships at work are considered positive to a good working environment, but an affair between employees is considered to be detrimental to a good working environment.
29.	F	This is usually acceptable and companies have policies in place regarding this matter.
30.	T	Being able to accept positive criticism and learning from it is a highly-valued strength in the workplace.

Individuals should exercise personal judgement in actual work situations.

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## Workplace Expectations: Skills and attitudes

Skills	Attitudes
<p><b>Fundamental skills:</b></p> <ul style="list-style-type: none"> <li>▪Communication</li> <li>▪Managing information</li> <li>▪Using numbers</li> <li>▪Thinking and solving problems</li> </ul> <p><b>Personal Management Skills:</b></p> <ul style="list-style-type: none"> <li>▪Positive attitudes and behaviours</li> <li>▪Taking responsibility for own work</li> <li>▪Learning continuously</li> <li>▪Working safely</li> </ul> <p><b>Teamwork Skills:</b></p> <ul style="list-style-type: none"> <li>▪Ability to work with others</li> <li>▪Participating in projects and tasks</li> </ul>	<ul style="list-style-type: none"> <li>▪Showing respect for others</li> <li>▪Honesty and ethical behaviour</li> <li>▪Desire to provide quality service</li> <li>▪Flexibility</li> <li>▪Accountability for actions</li> <li>▪Accepting that there is always more to learn</li> </ul>

Conference Board of Canada Employability Skills, 2000





### 3. OVERVIEW TO EFFECTIVE BUSINESS

#### Entrepreneurial, communication and presentation skills

Entrepreneurs need to have a wide variety of skills to run a successful business. There are, however, some skills that are especially important for entrepreneurs. These are: Problem-solving, Communication, Planning, Decision-making, and Leadership skills.

Communications skills are often on top of the –requirements list on job descriptions. People with strong communication skills listen well, can build strong relationships and can vary their communication style to suit the circumstances. No matter how creative, talented, and confident you are, if you can't communicate to others that your ideas are worth their consideration, you won't be successful. Entrepreneurs have to be able to communicate clearly with customers, suppliers, banks, investors, and employees. Entrepreneurs must answer e-mail, write letters and reports, and supervise the design of brochures or Web sites. They must read and review information. And, perhaps most importantly, they must listen. After they have read, observed, talked, viewed, or listened, they must analyse the information and their reactions for material they can apply to their business. Even if busy entrepreneurs hire others to handle most of these tasks, they still must communicate with the people they hire to ensure the work is done properly.

***How good are your communication skills? Are you able to explain your ideas in a way that people understand? Are you able to actively listen to someone else's ideas, asking appropriate questions to make sure you really know what they mean?***

#### Task 1: Check Your Understanding

##### Knowledge/Understanding

1. Create a checklist that briefly defines the skills of a successful entrepreneur
2. With a partner, brainstorm some of the situations you have been in where you displayed some of the entrepreneurial skills described in this chapter.

##### Thinking/Inquiry

3. Identify someone whom you think has strong leadership skills. What makes them a good leader?
4. In a small group, discuss the characteristics and skills that are common to all successful business people. What is different about the entrepreneur? Work together to reach a consensus on this question and then present your conclusion to the rest of the groups in your class.

##### Communication

5. Let's test your communication and listening skills. Three students from your class will be seated in a triangular position so that they cannot see one another. Each student has an identical set of twenty pieces of coloured paper of various shapes and sizes. The team leader has to describe to the other two people how to build the structure that he or she is creating out of the pieces of paper. The two people who are building may not speak at all, nor can they turn and look at the speaker. They must listen to every instruction and interpret it as best as they can. The rest of the class observes and records what they are learning about listening and communication skills.



## Application

**6.** Identify a short or long term goal that you would like to accomplish. It might be to enter into a career, excel at a competition, or find a specific part-time job. Write a brief report explaining how you can use each of the entrepreneurial skills to reach your goal.

## Administrative management and functions

Administrative support professionals are the central nervous systems of an office. Their responsibilities are numerous and vital to the operation of their organisation. Knowing the best ways to perform office functions will enable administrative support professionals to complete their responsibilities efficiently and effectively:

- how to manage records
- how to make business travel arrangements
- how to organize conferences and meetings

### Managing Records

- identify the benefits of using a records management system.
- match the appropriate stage of a records management life cycle to its description.
- use the alphabetic, numeric, and alphanumeric classification systems to sort given records.
- determine if all the basic steps for filing are followed, in a given scenario.

### Business Travel Arrangements

- identify the benefits of knowing how to effectively plan the voyage to the company of your internship.

### Conferences and Meetings

- identify the value of knowing how to plan and participate in business conferences and meetings.
- determine if an administrative assistant followed the proper steps for planning a meeting or conferences in a given scenario.
- identify the key techniques for recording meetings.
- use key techniques for participating effectively in a meeting, in a given scenario.

## 3.1 Business rules and organisation, Risks, Etiquette

### Business rules and Organisation

Business rules are statements that aim to influence or guide behaviour and information in the organisation. They are the business policies, the business practices, and business definitions that should be well known and treated as a valuable asset to the organisation. They are in essence how the actual business is run. Business rules can apply to people, processes, corporate behaviour and computing systems in an organisation, and are put in place to help the organisation achieve its goals. While a business rule may be informal or even unwritten, documenting the rules clearly and making sure that they don't conflict is a valuable activity. When carefully managed, rules can be used to help the organisation to better achieve goals, remove obstacles to market growth, reduce costly mistakes, improve communication, comply with legal requirements, and increase customer loyalty.

There are three main questions that a business man should ask when developing a framework that gives members clear guidelines on building organisational structures, and keeping the organisation functional.

- What is organisational structure?
- Why should you develop a structure for your organisation?
- When should you develop a structure for your organisation?



### Prevent risks, risk aversion

Successful business involves balancing risks and rewards. Although greater rewards often require greater risks, there are ways for companies to meet with success while taking a bare minimum of risk. Risk-averse businesses favour the method of playing it safe, preferring slow and steady gains to the possibility of company-wide failure. A few questions that an Entrepreneur has to consider are:

- **What is good or bad about taking risks?**
- **How does it feel taking risks?**
- **How to overcome risk aversion?**
- **How to handle mistakes?**
- **How to reduce risk aversion in your team, your organisation?**



## Business Etiquette:

It is simply about building relationships in the professional world. It provides you with guidelines for handling a variety of situations so you are able to act with grace and confidence. By understanding a few simple principles, you will develop the ability to put others at ease and let your personality shine through.

**I. Work Etiquette:** The following principles can be utilised by office employees to show proper etiquette; they include all aspects of the work environment.

- **Be timely.** Arrive to work and meetings on time. Complete work assignments on time.
- **Well-mannered.** Be polite, pleasant and courteous.
- **Learn office politics** - utilise effective listening skills to discover appropriate office behaviour. Pay attention to the way things are done.
- **Understand the unwritten rules of business.** 1. Make your supervisor look good. Promotion and opportunities will arise when you help to reach the organisation's goals. 2. Keep your supervisor informed. Good or bad, you don't want the boss to hear information mentioned from an inappropriate source. 3. Never go over the supervisors head without telling him/her first.
- **Appear as professional as possible.** Being well groomed and clean is essential. Dress for your next job/promotion.
- **Adopt a can-do attitude.** Those who accept challenges and display creativity are valuable.
- **Be flexible.** By remaining flexible and implementing change you gain a reputation as a cooperative employee.

### Business Etiquette



**II. Meeting People:** When meeting people both your nonverbal and verbal behaviour helps to define your social skills.

- Greetings are formal.
- A quick, firm handshake is the traditional greeting. shake hands with everyone individually, including children.
- Titles are very important and denote respect. Use a person's title and their surname until invited to use their first name.
- Proper introductions help to establish rapport.
- Eye contact is another critical factor when meeting people.

The other important Etiquettes of Business behaviour are: **Telephone Etiquette; Dining Etiquette; and Etiquette for Correspondence.**

## 3.2. Types of Business Organisations

Business undertakings almost everywhere are organised under different kinds of ownership. The smallest type, but the greatest in number, is the one-man business called **"Sole trader"**. This means that there is only one owner, though there may, of course, be many employees. Most such are formed to serve local markets by people who want to be their own bosses. The business is not recognised as a separate entity, i.e. it is not registered. The sole trader has unlimited liability, i.e. if he cannot pay his debts from business income, he must do so from his personal assets. Examples are market stalls, shopkeepers, and service occupations like hairdressers, doctors, accountants, etc.



Large undertakings, particularly in industry, requiring more capital and are made possible by the formation of companies which can be both private and public. They are recognised as separate legal entities, i.e. they are registered, can sue or be sued and they have continuity. They have limited liability, i.e. an owner's liability is limited to the investment made.

### Private Limited Companies

(Must have –Ltdl after their names) are ideal for units requiring more capital than a partnership can provide, yet the business may not be sufficiently large to justify the costs of forming a public company. They have at least 2 but usually not more than 50 members, who provide capital which is divided into shares. An –Ltdl company is controlled by a Board of Directors elected by the shareholders (one share one vote). Example of such units are wholesale firms, some retail firms, large scale firms and service occupations such as advertising.



### Public Limited/ Joint Stock Company

If an –Ltdl company expands beyond the size with which –Ltdl can adequately cope, then it can convert into a Public Limited Company. (It must have –PLCll after its name.) A –PLCll is a corporate body comprising the joint stock of all the members forming it, all of whom have limited liability. Its shares are freely transferable between buyers and sellers. They are sold on the Stock Exchange. The part of the profit which is not re-invested in the company is paid out to the shareholders as a dividend. A –PLCll can appeal to the public for more capital by means of shares and debentures. The shareholders are owners and the company they elect the Board of Directors who control it. To form a –PLCll, the founder member must draw up a Memorandum of Association and the Articles of Association. These, together with some other legal statements, must be sent to the Registrar of Joint-stock Companies, who then grants a Certificate of Incorporation. After raising its capital and sending it prospectus to the Registrar, it gets a Trading Certificate, which means it can commence business. Examples are large-scale national enterprises, e.g. department and chain stores, oil and energetic companies, brewery, banks, construction and mining companies, etc.



## Franchises

Many hotel, motel, gas station, and fast-food chains are franchises. A *franchise* is a contract in which a franchisor (fran-chy-ZOR) sells to another business the right to use its name and sell its products. The person or business buying these rights, called the franchisee (fran-chy-ZEE), pays a fee that may include a percentage of all money taken in. If a person buys a motel franchise, that person agrees to pay the motel chain a certain *fee* plus a portion of the profits for as long as his or her motel stays in business. In return, the chain will help the franchisee set up the motel. Often, the chain will have a training program to teach the franchisee about the business and set the standards of business



## General commercial partnership

General commercial partnership is a business form in which all partners are liable with all their property. The management has to be formed by at least two persons. The advantage of a general partnership is that you do not need the initial investment.

## Cooperatives

They are less common in Britain than in some other countries. The essence of this arrangement is that the owners are the customers, and they receive their shares of the profits in the form of dividends, which is dependent on the value of the goods they purchase. The shares, which receive a fixed interest, cannot be bought and sold.

### **Task 1: After having read the above text, answer these questions?**

- 1) Name two advantages and two disadvantages of the sole trader.
- 2) Explain the differences between limited and unlimited company.
- 3) What happens to the profits in individual types of business organisations.
- 4) Who are the owners of a cooperative?
- 5) How can the capital of a public limited company be raised?

### **Task 2: Decide if these statements are TRUE or FALSE:**

- 1) A sole trader cannot have employees.
- 2) A PLC must have a minimum of two shareholders.
- 3) Forming a PLC is very costly.
- 4) A Ltd is controlled by shareholders.
- 5) A dividend of a customer is dependent on the amount of customers' investment.

## 4. BUSINESS INCUBATOR

### What is Business Incubator?

—Business Incubator is a legal entity created in order to support small business entities upon start-up, by providing them with production rooms, equipment, as well as organisational, legal, financial, advisory and informative services. Business Incubators are set up in order to manifest support in creating and developing small business entities.



### History of business incubators

- Business incubators first started appearing in the late 1940s; however they really started getting popular in the 1970s.
- The first business incubator offered store renting services.
- Modern business incubators as we know them today started their development in the early 1980s as a result of advancements in technology and science.

### What is the goal of a business incubator?



• The main goal of a business incubator is to encourage the development of new business within the local community. By assisting a local entrepreneur to start a company in the area, the community is likely to benefit from an increase in the number of available jobs in the area and the additional revenue that is brought to the city or town as a result of the new business activities. Both elements can help to revitalise a local economy and thus enhance the quality of life for everyone who lives and works in the area.

### Business Incubator successful factors

- Project identification, business plan, goals and forms of business
- Sustainable development, economic and legal analysis of the market
- Legal formalities for establishing a business
- Timetable for implementation, contracts and obligations of the company
- Evaluation of the project, colloquium before deadline, individual consultations



### Very common challenges efficiently tackled by business incubation are:

- **Lack of business knowledge and experience**

The incubator informs and guides the start-up entrepreneurs through the process and steps of setting-up a business by providing them with information, examples, tools, and relevant contacts to successfully carry out these required activities. Examples of support could include the registration of the business or help in finding an appropriate business partner.

Unrealistic expectations regarding the time required to start, secure and grow a business. Besides the advice provided by the incubator staff, the incubator offers networking opportunities between entrepreneurs (within the incubator and externally) who, even though they may operate in different sectors, go through the same doubts and difficulties. Sharing experiences about these challenges can help with overcoming the problem of unrealistic expectations, for example, regarding the time needed to reach breakeven, for generating the first income from sales, and for acquiring additional finance.

- **Lack of management awareness and experience.**

Management needs to evolve as a business develops (there are differences in managing a business as a single entrepreneur, a small start-up team or a small growing business with numerous employees). The incubator provides information and support at different stages of the incubatee's development, for example, in attracting, recruiting and retaining the required staff for the success of the business.

- **Lack of social capital (contacts and networks).**

Incubators offer access to relevant contacts and networks which are important to ensure the businesses growth and success.

### Some services that an incubator can offer are:

- Most common incubator services are: help with business basics, networking activities, marketing assistance, help with accounting and financial management, access to bank loans, loan funds and guarantee programs, access to angel investors or venture capital, help with presentation skills, links to higher education resources, links to strategic partners, help with comprehensive business training programs, advisory boards and mentors and technology commercialisation assistance.

Although most incubators offer their clients office space and shared administrative services, the heart of a true business incubation program are the services it provides to start-up companies.



### Tasks and Business Incubator implementation

Business incubators have the ability to catapult a business in the right direction through enabling access to guidance, resources, networks, and mentorship. However, incubation tends to be thought of as a magic wand, when in reality it only works once a business has gone through certain steps along its lifecycle.

—Often, incubators are seen as magicians where any business can be assisted, but in reality, not every business is ready or ideal for incubation, says Mags Ponnar, Head of the Business Incubator and Customer Value Propositions at FNB.

Prior to initiating a business incubator, a number of studies must be undertaken for the following purposes:

- To determine the feasibility of establishing an incubator.
- To provide a blueprint that can be used by the management to launch and operate the incubator.

The due diligence and analysis process is time consuming and typically spans 18 or more months. Activities are comprised in four basic phases:

**a) Project Start-Up: 1-3 months:**

- Setting up the work program
- Establishment of Steering Committee and recruitment of BI management

**b) Development phase: 3- 6 months**

- Feasibility study conducted
- Design options considered and tested

**c) Business planning: 3-6 months**

- Operational framework completed
- Incubator design finalised
- Financial forecast ready

**d) Establishment of the Incubator: 6-9 months**

- Implementation strategy developed
- Residents selection started
- Construction works completed
- Launching the Incubator operations



Incubation will best work if the business is at a stage where it has created a product or service and has stress tested it, each business model and entrepreneur's needs and approach will be unique in this regard. A great business idea is not always enough to turn into a viable business, there are other factors that are best answered when a business affords the market the opportunity to respond to the business.

## The principles of admitting new companies into the Incubator

### Candidates to the Incubator:

**1) The following companies will be admitted into the Incubator:**

- New companies
- The existing ones which want to develop

**2) The companies which are candidates for the Incubator can be:**

- Production companies;
- Service companies;
- Craft companies;
- Wholesale trade companies, especially of locally made goods, sold outside the region.



### **The candidates to the Incubator should:**

- Have the opportunity for self-development;
- Have the potential that would favour the strengthening and the diversification of the local economy;
- Be in operation for no more than 2 years;
- Require the space which can be delivered by the Incubator;
- Their seat and management should be located in the city or in the region;
- They should create new jobs, especially for the citizens of the cities and/or of the region;
- Offer anti-import products and services;
- Use new technologies which ensure bigger competitiveness among the companies and the enhancement of employee qualifications;
- Sell goods and services outside the city and the region, in order to improve their export capabilities;
- They shouldn't damage the environment or other residents of the Incubator;
- They should be ready to cooperate with other residents of the Incubator;
- They should have a business plan for their future development;
- They should be able to generate income and to deduct taxes;
- The Incubator should be able to meet their needs

### **Financing an Incubator**

Incubators need to secure and carefully manage financial resources. Financial resources are needed to:

- Establish the business incubator;
- Start its activities;
- Operate efficiently and in a manner that contributes to achieving the incubator's overall goals; and
- Ultimately, reach sustainability.

Hence, a business incubator should be managed with an entrepreneurial mindset.

By exploring the different funding opportunities available in their catchment area, an incubator manager may develop a targeted fundraising strategy in order to secure the most appropriate sources of funding to meet the incubator's funding requirements. This also involves determining the most appropriate revenue streams to cover the costs generated by the incubator's activities.

In addition to bringing in funds and revenues, managers must carefully manage how these financial resources are used. Operations need careful attention and strict record keeping. An effective incubator manager will monitor cash flow, projected and real revenues, investments and expenditures.

## Managing an Incubator

- Managing an incubator is a demanding and challenging role. On one hand incubator managers need to carefully manage the day-to-day operations of their incubator in order to meet financial and marketing targets. On the other hand, incubator managers need an entrepreneurial mindset in order to facilitate the development of and growth of products, services and businesses. These goals are sometimes difficult to balance. Nonetheless, the incubator's success is certainly due to the way the incubator is managed in both the short and long-term. Issues relating to the incubator-incubatee relationship can have an important influence on the success of an incubator. These include for example: which businesses to select to enter the incubation program; the terms and conditions of the incubation agreement; when and why an incubatee should leave the incubator; and the governance rules that clarify the roles and responsibilities of the Board of Directors. Such issues are discussed in this module.

## Monitoring, Evaluation and Benchmarking

Like any other business-like organisation, in order to measure its operations and development, an incubator should carry out monitoring, evaluation and benchmarking activities, be it via a formal and sophisticated process or in an informal and basic way. During the process of establishment, an organisation is advised to develop a business plan to clearly define its overall goals and the actions to be implemented towards these goals. As briefly discussed in Module 6 –Managing an Incubator from the current Training Program, measuring the results of its operations enables the organisation to assess the impact of the actions undertaken. Incubation managers and practitioners need to be able to assess the performance of their services and activities in relation to the territory in which they operate and their overall objectives, in particular satisfying their client businesses in supporting them to grow. Customer satisfaction surveys and other performance evaluation reports aim to help incubators identify the strengths and weaknesses of the systems they implement in order to consider alternative actions to employ when delivering business support to SME clients. This Module aims to help the incubator manager (1) understand the added value of monitoring and evaluating the performances of their incubator, (2) define relevant and adequate performance indicators, (3) explore how to monitor and evaluate, notably by studying existing tools and methodologies as well as (4) understand how to use the data collected through monitoring and evaluation (M&E) activities to compare one business incubator's performances with the results of similar organisations. Hence the module aims to provide trainees with the required information, skills and insights to develop their own M&E system and to carry out benchmarking activities. Meeting such objectives will enable incubator managers to introduce or review their monitoring, evaluation and benchmarking policies with the aim of introducing better practices and thus contributing to the continuous improvement of the services offered to their client businesses and overall, the incubator's performance.



BUSINESS INCUBATOR



## 5. VOLUNTEERING

### What is Volunteering?

*Ask nothing; want nothing in return. Give what you have to give; it will come back to you – but do not think of that now, it will come back multiplied a thousand fold – but the attention must not be on that. Yet have the power to give; so man, never think what that man’s attitude should be towards you. (Swami Vivekananda)*



Volunteering is when you give your time to help an organisation, or an individual to whom you are not related. For example, if you have ever helped out at a sports event, or a sponsored walk, you've been a volunteer.

Volunteering should never be something you are made to do, and is not done for financial gain. The rewards are about the satisfaction of putting something back into our community, about gaining useful experience and skills, meeting new people, and hopefully having fun! Remember that volunteering is a two-way relationship—it provides you with the opportunity to contribute to addressing an identified need in your community while gaining valuable skills and exploring various interests, but also assists organisations in delivering essential programs and services to help individuals like you live in a safe and caring community.

### Did you know .....

Voluntary services spread throughout the world between the 1920s and 1930s, being regarded at the time as a way to form friendships between young people from different countries.- After the Second World War and especially during the 1950s, the young volunteers were the ones who helped to reconstruct a part of Europe and established friendship relations that crossed the borders of the countries.

The emergence of non-governmental organisations was the effective way of preparing and carrying out various activities based on voluntary work, which contributed substantially to the development of volunteering.

Since the 1990s, in most countries, there has been a significant increase in the number of non-governmental organisations and volunteers, including Romania.

### Who can be a Volunteer?

Volunteer Work is a kind of social service contributed by someone who devotes his time and energy not for material rewards but to make our society a better place to live

Participation in Volunteer Work is a manifestation of human equality, mutual love and learning an expression of love, care and sharing a fulfilment of civic responsibility and contribution to the society

Anyone can become a volunteer by making a small contribution to the world we are part of. The important thing is just to want an active involvement in the field!

## Why Volunteer?

- To gain respect, prestige, experience and new knowledge;
- To practice certain skills and form new skills;
- To establish new friends and meet people who share the same values;
- To feel good about what you do and spend your spare time in a pleasant and helpful way;
- To understand and engage you actively in the life of your community;
- To give back some of what you received from others;
- To become responsible, helping to solve certain problems in society;
- To be part of a group/team where everyone is important, useful and appreciated.

**51%** OF ALL  
FOOD  
PROGRAMS  
RELY ENTIRELY ON  
VOLUNTEERS

## What to Expect From Volunteering

When you agree to become a volunteer with an organisation you are entering into an arrangement that has benefits for both sides – and, along with the rewards, there are certain conditions that each side should be prepared to fulfill. Before you meet the manager of your chosen organisation(s), often called a 'Volunteer Coordinator', it may be useful to browse through this information so that you have some idea of what to expect and are aware of the rights and responsibilities of both volunteers and 'not-for-profit' groups.

### Volunteers Should Expect

- To be given a clear idea of their tasks and responsibilities within the organisation.
- To feel valued by the organisation and be able to contribute to its development.
- A clear outline of what is expected of you. This is usually in the form of a written 'task profile'.
- Training and guidance on your role.
- Support or supervision from a paid member of staff, or in smaller organisations and groups from an experienced volunteer.
- To be safe and covered by insurance to carry out the tasks you've been given.
- To be made aware of the organisation's policies and procedures, including who you should talk to if you are unhappy.
- To feel valued by the organisation and able to contribute to its development. Participation in volunteer work makes your life more meaningful!





## ***PRINCIPLES OF VOLUNTEERING***

**Active involvement of the volunteer in community life**

**Volunteering involves the existence of a contract**

**Volunteering is not a substitute for paid work**

**Volunteering will promote human rights and equality**

**Volunteer activities exclude any consideration from the beneficiary**

**Participation as a volunteer on the basis of freely expressed consent**

**The volunteer service only takes place in the nonprofit sector**

**The recruitment of volunteers will be done on the basis of equal opportunities, without any discrimination**

### **To be a volunteer, you must...**

- ➔ **BE CONVINCED, so: test your feelings and make sure you want to help other people;**
- ➔ **Be SURE, therefore, do not offer your services until you are convinced of the importance and value of what you do;**
- ➔ **Be LOYAL and only then offer your suggestions but accept the rules;**
- ➔ **Do not criticize what you do not understand, there may be a good reason for that fact;**
- ➔ **Say what you mean - ask what you do not understand, do not let the questions and blurring you have to move you away from the organization;**
- ➔ **BEING DISPOSED TO LEARNING (through cooperation and by yourself) is essential to be able to carry out your work in good condition.**
- ➔ **Accept Supervision – you will be more effective and helpful if you talk about your work and accept guidance;**

## Is it worth being a volunteer?

**YES**, because:

- It helps you develop professionally and personally.
- You learn how to work with deadlines, but especially with ... people!
- You can gain relevant experience for your future career!
- Do all your activities with friends!
- You have the chance to meet many of your fellow men, but with more complicated life problems than yours.
- Any little help given to your fellow man will return you as a reward in a moment of your life.



Here's to all  
volunteers, those  
dedicated people  
who give selflessly  
of their time, talent  
and treasures.

**THANK YOU  
FOR MAKING THE WORLD  
A BETTER PLACE**

## United Nations and Youth Volunteerism

The UN entities working on youth issues encourage policymakers, communities and youth themselves to empower young people as a valuable but under-utilised resource. The UN efforts focus on encouraging youth participation in programming and policy-making, preparing younger generations to exercise their rights and becoming contributing members of societies. Recognising the potential for youth volunteerism and the need to create a global forum for youth to undertake this work, the United Nations General Assembly established and mandated the United Nations Volunteers (UNV) programme in 1970 to promote volunteerism to support peace and development worldwide. In 1976, the General Assembly widened the mandate to include advancing the role of youth in development.



The need to enhance partnerships both with and for youth was underscored in the announcement, on 25 January 2012, of UN Secretary-General Ban Ki-moon's Five-Year Action Agenda, which calls for the -creation of a UN youth volunteers programme under the umbrella of UN Volunteers. Since then, the United Nations Volunteers (UNV) programme has been engaging with the IANYD, youth networks, international volunteer-sending organisations, national volunteering and civil society organisations and the private sector to develop and scale-up the UN Youth Volunteers Programme. The overall aim of the programme is to facilitate the engagement of youth in global peace and sustainable human development through volunteerism, bringing the voice of youth into the development discourse and helping young people to realise their full social, economic and human potential. Through the programme, thousands of young volunteers will be mobilised to support the work of UN entities around the world.

**Are you willing to...  
devote your time and energy,  
not for material rewards in return,  
but to make our society a better place to live?**

**If your answer is "YES I DO" (cross your heart!)**

**YOU can be a VOLUNTEER!**



## Volunteer Personality Quiz

**1. In a working situation, which would you most likely do?**

- a. Work outdoors or with animals
- b. Teach and mentor others
- c. Work as a team, or collaborate with others
- d. Work by yourself with numbers and data

**2. Which word best describes you?**

- a. Active
- b. Enthusiastic
- c. Creative
- d. Organised

**3. If you could meet one of these people who would it be?**

- a. Marshawn Lynch
- b. Nelson Mandela
- c. Lada Gaga
- d. Mark Zuckerberg

**4. If you had a million dollars to give to charity, which of these local organisations would you donate to?**

- a. World Baseball Outreach
- b. Food Bank
- c. Arts and Humanities Council
- d. Hope Academy

**5. What would your favorite class of the day be?**

- a. Physical Education
- b. Social Studies/Contemporary World Problems
- c. Ceramics
- d. Math

**6. When faced with a problem, what is the first thing you usually do?**

- a. Come up with a strategy to solve the problem
- b. Gather information to try and find out what caused the problem
- c. Visualise the problem, and how you may be able to solve it
- d. Figure out the details of the problem

**7. How do you like to spend your summer vacation?**

- a. Camping
- b. Spending time with friends and relatives
- c. Taking and editing photos
- d. Taking a Class of Interest

**8. During Spring Break, would you rather**

- a. Take a trip to Costa Rica
- b. Volunteer to build homes with Habitat for Humanity
- c. Visit a museum, or go see a play
- d. Research your Genealogy



**9. Which item would you rather receive as a gift for your Birthday?**

- a. Sports equipment
- b. Donations to your favorite charity, made in your name
- c. Music and Art supplies
- d. Latest Technological Gadget

**10. What is your favorite store to kill time in?**

- a. Bass Pro
- b. Barnes and Noble
- c. Hobby Lobby
- d. Best Buy

**11. Your idea of a great job?**

- a. Professional athlete
- b. Grants Manager for Gates Foundation
- c. Photographer for National Geographic
- d. Executive with Microsoft/ Apple or Google

**12. By far the most popular reason for volunteering is?**

- a. Because of social and health benefits
- b. To give back to one's community
- c. To spend some time with new people
- d. Assistance

## Scoring Your Quiz

**IF YOU ANSWERED...**

**YOUR VOLUNTEER  
STYLE IS ....**

**YOU MIGHT ENJOY ...**

**Mostly A's**

Active/Hands-on

Coaching, Environmental Restoration, Global Gardens, Habitat for Humanity, Master Gardeners, etc.

**Mostly B's**

Social Helper

LIFE Senior Services, Food Bank, StoneSoup, Reading Partners, etc.

**Mostly C's**

Artistic/Creative

Arts & Crafts, Painting, Web Design, Photography, Storytelling, etc.

**Mostly D's**

Technical/Assistance

Computers & IT, Data Entry, Editing, Office Work, etc.





## 6.3 Functions of an Entrepreneur

### A. Entrepreneurial functions

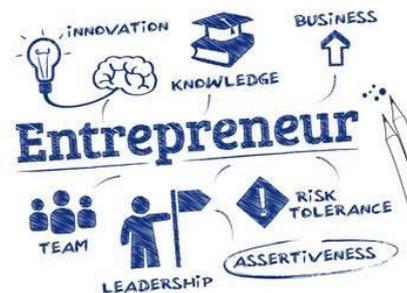
#### Innovation:

It is the basic function of an entrepreneur. As an innovator, the entrepreneur has to introduce new combinations of the means of production, new product, new market for a product and new sources of raw material. They introduce something new in any branch of economic activity. He/she foresees a potentially profitable opportunity and tries to exploit it.

Example: I-Pod, Smart phones, Induction cook top etc.

#### Risk-taking:

It refers to taking responsibility for a loss that may occur due to unforeseen contingencies in the future. An entrepreneur reduces uncertainty in his/her plan of investment, diversification of production and expansion of the enterprise. He/she is a self-confident and highly optimistic person, willing to assume the risks involved in innovations, new ventures and expansion of an existing venture.



#### Organisation Building:

Organisation and management are the main functions of an entrepreneur. They refer to the bringing together of the various factors of production. The purpose is to allocate the productive resources in order to minimise losses and reduce costs in production. All decisions relating to an enterprise are taken by the entrepreneur. He/she alone determines the lines of business to expand and capital to employ. Thus, an entrepreneur is the final judge in the conduct of his/her business.

### B. Promotional functions

#### Discovery of an idea:

The entrepreneur visualises that there are opportunities for a particular type of business and it can be profitably run. The idea may be to exploit new areas of natural resources, more profitable venture, or an existing line of business. He/she develops the idea with the experts in the field, and if they are convinced, then he/she will go ahead with more exhaustive analysis.

#### Detailed Investigation:

The entrepreneur will estimate the total demand for the product. After determining the prospective demand for goods, he/she will think of arranging finances for the venture, along with the availability of power, labour, raw materials and machinery. The work of estimation becomes complicated if it is a new line of business. The estimates should be based on proper analysis of various factors.

#### Assembling the Requirements:

After making sure that the proposition is practical and profitable, the entrepreneur proceeds to assemble the requirements. He persuades some more people to join him on board. He may also be required to acquire some patent rights if he has invented something new. The entrepreneur selects



the factory site, decides about plant and machinery and contacts suppliers of raw materials. Preliminary contracts are finalised and the project is set to begin.

### **Financing the Proposition:**

The entrepreneur decides about the capital structure of the enterprise. The requirements of finances are estimated first, then the sources from which money will come up are determined. Long term and short term financial requirements are estimated and the type of source of funds is also decided - share, debenture, loan etc.

## **C. Managerial functions**

### **Planning:**

It is the basic managerial function of an entrepreneur. It helps in determining the course of action to be followed to achieve various entrepreneurial objectives. Planning is concerned with the mental state of the entrepreneur. It is decision making in advance: what to do, when to do, how to do and who will do a particular task.

### **Organising:**

Every business enterprise needs the service of a number of persons to look after its different aspects. The entrepreneur sets up the objectives or goals to be achieved by its personnel. The function of organising is to arrange, guide, co-ordinate, direct and control the activities of the factors of production.

### **Staffing:**

The function involves making appointments for the positions created by the organisational process. It is concerned with the human resources of an enterprise. It consists of human resources, manpower planning, recruitment, selection and placement of manpower, human resource development, promotion, transfer, appraisal and determination of employees remuneration.

### **Directing:**

It is concerned with carrying out the desired plans. It initiates organised and planned action, and ensures effective performance by subordinates towards the accomplishment of group activities.

### **Leadership:**

It is the process by which an entrepreneur imaginatively directs/guides and influences the work of others in choosing and attaining specified goals by mediating between the individual and organisation in such a manner that both will get the maximum satisfaction.

### **Communication:**

It constitutes a very important function of the entrepreneur. It is observed to be the most prevalent problem among entrepreneurs today. It has been established that entrepreneurs spend 75% to 90% of their working time communicating with others. It refers to the exchange of ideas, feelings, emotions, knowledge and information between two or more persons. Nothing happens in management until effective communication takes place.



### **Motivation:**

It is the psychological process of creating an urge among the subordinates to do certain things or behave in the desired manner. The importance of motivation can be realised from the fact that the performance of a worker depends upon his/her ability and their motivation. A sound motivational system must be productive, competitive, comprehensive and flexible, and it must consider the psychological, social, safety, ego and economic needs of the worker.

### **Supervision:**

After issuing instructions, the entrepreneur has to see that the given instructions are carried out. Supervision refers to the job of overseeing subordinates at work to ensure the maximum utilisation of resources, to get the required and directed work done, and to correct the subordinates whenever they go wrong.

### **Co-ordination:**

It is one of the most important functions, as, it is essential to channel the activities of various individuals in the organisation, for the achievement of common goals. The entrepreneur has to make sure that the work of different segments is going according to pre-determined targets and corrective measures have to be initialised if there is any deviation.

### **Controlling:**

Control is the process which enables the entrepreneur to get his/her company's policies implemented and take corrective action if performance is not according to the predetermined standards. The process begins with establishing standards of performance, measuring actual performance, comparing the actual performance with the standard, finding variations and finally, taking corrective action.

## **D. Commercial Functions**

### **Production:**

It is the key function of an entrepreneur. The activities of production are independent of the size of the undertaking. In a small concern, one person may be undertaking this function whereas, in large organisations, this activity may be undertaken by various individuals or separate teams. It is the creation of goods and services. It consists of manufacturing, ancillary and advisory activities.

### **Finance:**

It is the most important aspect in all enterprises. It remains a focus of all business activities. The need for money is continuous. It starts with the setting up of an enterprise and remains at all times. The development and expansion of an enterprise rather needs more commitment for funds. It is the duty of the entrepreneur to look for various sources of finance and appropriately arrange for them as and when required.



### **Marketing:**

It is primarily concerned with the movement of goods and services from the producer to the ultimate consumer. It is directed towards the satisfaction of consumer wants. Marketing plays a significant role in promoting the well-being of the business enterprise. It is the role of the entrepreneur to strategically place his company in an advantageous position to secure the top position in the market.

### **Personnel:**

This function is concerned with employment, development and compensation for the personnel, the provisions of working conditions and welfare measures to maintain a good work force in the organisation.

### **Accounting:**

It is defined as a systematic recording of entrepreneurial transactions of an enterprise and the financial position of the enterprises. The entrepreneur should look into the record keeping of the entries of all transactions which take place in the organisation so that he/she is aware of his/her financial position.

## **6.4 Need For Entrepreneurship**

The need for Entrepreneurship can be highlighted in this way:

### **Life-line of a nation:**

No country can progress without the development of entrepreneurs. Every country is trying to promote its trade so that it is able to share the benefits of development. Therefore, entrepreneurship is the yardstick to measure the level of development of a country.

### **Provides innovation:**

Entrepreneurship provides new ideas, imagination and vision to the enterprise. An entrepreneur is an innovator as he tries to find new technology, products and markets. He increases the productivity of various resources. The entrepreneur stands at the centre of the whole process of economic development. He conceives business ideas and puts them into effect, to enhance the process of economic development.

### **Change of growth /Inclusive growth:**

An enterprise operates in a changing environment. The entrepreneur moulds the enterprise in such a changing environment. The latter moulds not only the enterprise, but also alters the environment itself, to ensure the success of the enterprise. In order to meet the challenge of automation and the complexities of advanced technology, there is a need for the development of entrepreneurship.

### **Increased profits:**

Profits can be increased in any enterprise, either by increasing the sales revenue or reducing cost. To increase the sales revenue is beyond the control of an enterprise. Entrepreneurship, by reducing costs, increases its profits and provides opportunities for future growth and development.



## Employment opportunities:

Entrepreneurship and its activities provide the maximum employment potential. Large numbers of persons are employed in entrepreneurial activities in the country. The growths in these activities bring more and more employment opportunities.

## Social Benefits:

It is not only beneficial to the business enterprise, but to the society at large. It raises the standard of living by providing good quality products and services at the lowest possible cost. It also makes the optimum use of scarce resources and promotes peace and prosperity in the society.

## 6.5 Advantages and Disadvantages of Entrepreneurship

As with everything in life, there are advantages and disadvantages; entrepreneurship is no exception. As a matter of fact, entrepreneurship involves a lot of risk taking. Yet, it can pay off very well, with rewards such as profits, the opportunity to be your own boss and make your own decisions. Here are some advantages and disadvantages to consider:

### Advantages

**Excitement:** Due to its high capacity for risk, there is a lot of adventure for example, **Steve Jobs** left his position in Apple Inc., and started Pixar, which later turned out to be a successful venture.

**Originality:** Some feel that they can offer a new service or product that no one else has offered before, i.e., I-pod and I-pad

**Independence:** Some wish to be their own boss and make all the important decisions themselves.

**Rational salary:** They are not being paid what they are worth and would rather work on their own and earn the money they should be earning for their efforts.

**Freedom:** Entrepreneurs can work on any idea which they feel will eventually turn out to be a successful venture, for instance, **Richard Branson's** idea of a space mission.

### Disadvantages

**Salary:** Starting your own business means that you must be willing to give up the security of a regular pay check.

**Benefits:** There will undoubtedly be fewer benefits, especially when considering that your business will be just starting off.

**Work schedule:** The work schedule of an entrepreneur is never predictable; an emergency can come up in a matter of a second and late hours may become the norm.

**Administration:** All the decisions of the business must be made on his/her own; there is no one ranked higher on the chain of command in such a business, and the fear of a wrong decision can have its own effect.

**Incompetent staff:** Most of the time, the entrepreneurs will find themselves working with employees who "don't know the ropes" as well as they do, due to lack of experience.

## 6.6 Process of Entrepreneurship

Although enterprises are as different and unique as the entrepreneurs who create them, most of them appear to work through a process. The following points describe the process through which most of them create their enterprise.

### 1. Self-Discovery:

Learning what they enjoy doing; examining their strengths and weaknesses. Examining work experience and relating it to potential opportunities.

### 2. Identifying opportunities:

Looking for needs, wants, problems, and challenges that are not yet being met, or dealt effectively.

### 3. Generating and evaluating ideas:

Using creativity and past experience to devise new and innovative ways to solve a problem, or meet a need, and then narrowing the field to one best idea.

### 4. Planning:

Researching and identifying resources needed to turn the idea into a viable venture. Doing the research in the form of a written business plan preparing marketing strategies.

### 5. Raising Start-up capital:

Using the business plan to attract investors, venture capitalists and partners. This stage can involve producing prototypes or test-marketing services.

### 6. Start-Up:

Launching the venture, developing a customer base, and adjusting marketing and operational plans as required.

### 7. Growth:

Growing the business: developing and following strategic plans, adapting to new circumstances.

### 8. Harvest:

Selling the business and harvesting the rewards. For many entrepreneurs, this also means moving on to new venture and new challenges





## 6.7 Entrepreneurs Quiz

**Task 1 :** Try this quiz to see how your views compare with the facts about entrepreneurs. Read each statement describing entrepreneurs, and check whether you believe it is a myth or a fact.

	<b>Myth</b>	<b>Fact</b>	
1.	----	----	Entrepreneurs are relatively rare in society
2.	----	----	Entrepreneurs are loners, who don't work well with others.
3.	----	----	Money isn't the greatest motivator for most entrepreneurs.
4.	----	----	Entrepreneurs are usually men, aged 25 to 50.
5.	----	----	Most successful entrepreneurs have experienced failure.
6.	----	----	You need a college education to become an entrepreneur.
7.	----	----	Entrepreneurs never rely on luck.
8.	----	----	Risk-taking is just another form of gambling for entrepreneurs.
9.	----	----	When entrepreneurs spot an opportunity, they just jump right in.
10.	----	----	All self-employed people are entrepreneurs.

### **Results: Here are the results of your Myth or Fact Quiz:**

1. **Myth:** Entrepreneurs are relatively rare in society

**Entrepreneurs are everywhere, just look around at all the businesses you see.**

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2. **Myth:** Entrepreneurs are loners, who don't work well with others.

**Entrepreneurs rarely accomplish much alone. They are team-builders who have good people skills.**

---

3. **Fact:** Money isn't the greatest motivator for most entrepreneurs.

**Most entrepreneurs are motivated by a drive to achieve their dreams. Money is important, but achievement is even more important to them.**

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4. **Myth:** Entrepreneurs are usually men, aged 25 to 50.

**There are as many women entrepreneurs as men, and there is no ideal age at which to become an entrepreneur. Some start at age ten, some at age 80 – or older.**

---



**5. Fact:** Most successful entrepreneurs have experienced failure.

***Failure is a steppingstone to success for most entrepreneurs. By learning from their mistakes, they increase their chances of success with their next venture.***

---

**6. Myth:** You need a college education to become an entrepreneur.

***Many entrepreneurs do not have formal education beyond high school. However, entrepreneurs are life-long learners who never miss a chance to increase their knowledge.***

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**7. Fact:** Entrepreneurs never rely on luck.

***Entrepreneurs like to be in control of their ventures and their lives, and they know they can't control luck. Instead, they say, "the harder you work, the luckier you get!"***

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**8. Myth:** Risk-taking is just another form of gambling for entrepreneurs.

***Entrepreneurs learn to manage and control risk. Gambling depends on luck, and entrepreneurs never rely on luck.***

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**9. Myth:** When entrepreneurs spot an opportunity, they just jump right in.

***Entrepreneurs plan their ventures carefully. Jumping in without preparation is a good way to set yourself up for failure, because "failing to plan is planning to fail."***

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**10. Myth:** All self-employed people are entrepreneurs.

***Entrepreneurship is about more than simply being self-employed. Entrepreneurs are innovators who try new things and who plan to grow their businesses into larger ventures.***

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**Learning Objectives:** After studying this lesson the students should be able to:

**Your task:** Answer the following questions:

- 1) Explain the functions of Entrepreneurship
- 2) Appreciate the need for Entrepreneurship in our economy
- 3) State the myths, advantages and disadvantages of Entrepreneurship
- 4) Describe the process of Entrepreneurship



- 7.2.5 Marketing penetrating all levels and functional areas of the firm.
- 7.2.6 Marketing based on personal reputation, trust and credibility.
- 7.2.7 Heavy focus on sales and promotion.
- 7.2.8 Lack of formal planning and strategy, reliance on intuition and experience of owner, individual-related value creation.
- 7.2.9 Smallness and lack of marketing resources, no division of marketing work.
- 7.2.10 Formal market research is rare, rather making use of personal contacts and networks.
- 7.2.11 Interactive and innovative product or venture development.
- 7.2.12 Inherent focus on opportunity recognition, proactiveness and calculated risk.
- 7.2.12 Flexibility and fast reactions to customer preference shifts.
- 7.2.13 Inherent risk of market exit.
- 7.2.14 A role for passion, enthusiasm and commitment, as well as for leading instead of following customers.

### 7.3 Marketing for Startups

It's easy for startup founders to believe the whole world will love their products. After all, founders eat, sleep and breathe their products. The reality is that only a small portion of the population is interested in your product. If you try to market your startup to everyone, you waste both time and money.



The key is to identify a niche target market and go after market share aggressively.

How do you choose a market? There are four main factors to consider:

- **Market Size** – Are you targeting a regional demographic? Male? Children? Know exactly how many potential customers are in your target market.
- **Market Wealth** – Does this market have the money to spend on your product?
- **Market Competition** -Is the market saturated? As in, are there many competitors?
- **Value Proposition**- Is your value proposition unique enough to cut through the noise?

### 7.4 Marketing your Business

**A few things you can do to market your business!**

**7.4.1 Use Social Media** – It is important to use social media nowadays to raise and grow business from the ground up to the top.

**7.4.2 Strategic Relationships** – Align yourself with other business owners and create a partnership where you promote each others services to their audiences.



**7.4.3 Network in Facebook Groups** – Another gold mine! There are groups made just for networking, groups filled with business owners of all industries, and you can do a simple search to find the right ones to start networking in.

**7.4.4 Create a YouTube Video** – YouTube has a HUGE audience of viewers and this could help you get in front of a whole new group of ideal clients.

**7.4.5 Speak at an Event** – Contact local colleges or business networks and offer to speak about your expertise.

**7.4.6 Create a Freebie** – Create a high value free resource for your ideal fans that they can opt in to your email list for. Checklists, Challenges, Resource Guides, or Mini Courses – there is a lot of opportunity to grow your business with freebies.

**7.4.7 Host a Giveaway** – Want to get new eyes on your brand? Give something away. Whether its products or even a service, this can give you a pool of new people who need what you have to market to in the future.

**7.4.8 Sponsor an Event** – Find a way to give back to your community and either make a donation or contribute your services to an organisation in exchange for a business promotion.

**7.4.9 Offer an Affiliate Program** – Sign up former customers or strategic partners as affiliates to sell your products or services. Then each time they make a sale, you both get paid.



**7.4.10 Interview Others** – Seek out industry influencers and interview them! Chances are good that they will share your interview with their network and help spread the word about your business.

## 7.5 Functions of Marketing

Marketing is important to every small business, helping companies increase revenue and profit by meeting customers needs effectively. Following are the most important functions:

**7.5.1 Financing** – It takes money to make money. As a business owner, an important function of marketing a product is finding the money through investments, loans, or your personal capital, etc.

**7.5.2 Market Research** – Who are the people you want to sell to? Why should they buy from you as opposed to a rival business?

**7.5.3 Pricing** – Pricing plays an important role in determining market success and profitability. If you market products that have many competitors, you may face strong price competition. In that situation, you must aim to be the lowest-cost supplier so you can set low prices and still remain profitable. The "right" price normally comes through trial and error.

**7.5.4 Promotion** – Advertising your products and services is essential to attracting new customers and keeping existing customers coming back



**7.5.5 Selling** – Marketing and selling are complementary functions. Marketing creates awareness and builds preference for a product, helping company sales representatives or retail sales staff sell more of a product. Marketing also supports sales by generating leads for the sales team to follow up.

**7.5.6 Product information management** - Obtaining managing and using market information to improve decision making and the performance of marketing activities.

**7.5.7 Product/Service management** - Assisting in the design and development of products and services that will meet the needs of prospective customers.

## 7.6 Entrepreneurial Marketing vs Traditional Marketing

Entrepreneurial marketing cannot exist in the absence of the entrepreneur. Unlike traditional marketing, which is exclusively customer-centric focused, in entrepreneurial marketing the customer and the entrepreneur are equally important actors that shape the culture, strategy and firms behaviour. Traditional marketing tries to persuade potential customers by showcasing features and benefits of a product or service. EM is influenced by the entrepreneur's personal characteristics and values. There is no consensus about the relationship between factors related to personal traits which consists of experience, education level, propensity to risk, preference for innovation, tolerance for ambiguity.

A consensus emerged regarding how entrepreneurs think and make decisions with consequences on marketing practice.

There are five significant differences between the ways non-entrepreneurs think which predictive logic is and how entrepreneurs think which effectual logic is.

- **Creative, unconventional ideas**
- **Vision for the future**
- **Being provocative**
- **More impressive strategies**
- **Basis for making decisions**



## 7.7 Marketing Challenges and Strategies

For most small business owners, marketing is an overwhelming concept. Business owners need marketing solutions that will ensure a long-term, profitable business. Yet, most business professionals don't know where to begin or how to focus their efforts when it comes to marketing their product or service.

If you're a small business owner looking for ease, focus, and marketing success, you should focus on just **four tactics**, because they are the building blocks of all marketing plans.



### 7.7.1 Establish a Memorable Brand Identity

The secret to business success is determined by your ability to powerfully communicate your business with laser precision and your ability to deliver a clearly defined and consistent experience. In a nutshell, it's called branding, and, when done right, it ensures great business success netting you all the customers you can handle and profits you need.

### 7.7.2 Create a Deep Connection With Your Target Audience

You need to think about who wants your product or service and needs what you have to offer. While marketing efforts cost money, you get a lot more "bang for your buck" if you focus your spending on a well-defined group of people.

### 7.7.3 Design Compelling Offerings That Entice Customers

Marketing research shows that 80% of all purchase decisions are based on emotion. It's your job as a marketing professional to know how your customers want to feel and help them understand how your business can satisfy their wants and needs. People want to know, "What's in it for me?" If you can tap into the emotional aspect, you create offerings that touch your customers.

### 7.7.4 Craft a Personal, Workable Marketing Plan

Marketing (while a broad category) is everything you do to make your product or service more visible, more desirable, and more profitable. Your marketing plan needs to clearly define the big picture of your business and provide focus and direction based on the 4 'P's of Marketing: product, price, place/distribution, and promotion.



## 8. SKILLS NEEDED FOR WORKING IN AN INTERNATIONAL TEAM

How many ways can you say **'this team isn't working well together? Dysfunctional? Broken? Inhibited?** Any way you say it, a team that's demonstrating unhealthy behaviours needs to press the 'reset' button and learn some team working skills.

More often than not, the heart of the issue with dysfunctional teams is assumption about roles, responsibilities, abilities and conflicts between individuals. Lack of clarity is often the cause. This breeds mistrust, and a lack of trust is the undoing of a successful goal achievement for any team.



The best time to put a team on the right track is when they are newly formed. However, many teams have been together for a while and still aren't high-functioning. Whether your team is newly formed or has been working as a collective for a while, the following points are worth considering.

### 8.1 Understanding the Dynamics of Your Team

If you ask someone about their team, more often than not you'll be met by an assortment of facts and figures about the academic and professional achievements of team members. There's often a corporate assumption that people who are excellent technically must naturally be good at working together. This assumption is proven incorrect time after time.

Of course, there's no question of the importance of having a team with the hard skills and knowledge required to do the job, but how many teams take behaviour into account? This critical element is often the missing piece.

### 8.2 Flexibility

It is the key to working in a multicultural environment; the work environment always demands flexibility on your part. In a multicultural environment the adaptation becomes all the more important. The flexibility that is so important in dealing with anything that does not confirm to our own beliefs ensures your co-workers feel you are not judging them by religion or race in a work environment and as humans. Their personal qualities and the value of their work matters, never the colour of their skin.

### 8.3 Focus on Communication

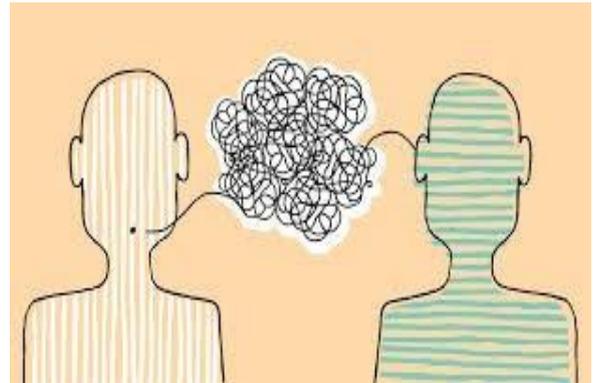
Effective communication is critical within any work team. Within an international team it is often the area that individuals have the most difficulty with. Whether you are split across multiple home-country sites or multiple countries, getting together at critical times in the project is a sure way of moving forward with the minimal amount of miscommunication.

The biggest issues for international projects are cultural understanding and communication. The former isn't something that can be neatly tackled by a software package. It relies on the emotional intelligence of the project manager, his or her leadership skills, adaptability and ability to inform and train the teams. Successful communication also relies on the soft skills that a project manager brings to the table.

These are:

- the ability to listen.
- the sensibility to hear the unspoken concerns.
- the ability to respond clearly in a way that the other person can understand.

Good communication is good for business. In fact, studies suggest that a breakdown in communication is one of the top reasons why projects fail.



## 8.4 Embracing Cultural Differences

Be ready to navigate new cultural waters. Never underestimate the cultural factor. You have to be open to a new way of doing things. Employees may have very different ideas depending on their culture. It's important to understand and accept that there are things so rooted in cultures that you will not be able to change them. Make an effort to learn, understand, and appreciate cultural differences and nuances when it comes to communication. Knowing, for instance, how people from other cultures interpret workplace confrontation or something as simple as maintaining eye contact can help to avoid misunderstandings and facilitate better workplace communication.

## 8.5 Keep Growing as a Professional

–Keep an eye on international workshops and conferences, Mr. Kapil recommends. –Keep yourself involved in blogs and social media. Not only will you show your professional commitment, you're also broadening your connections. And that just might help you land your next global gig.

With the right skills and tools, you can improve performance, no matter where you or your team is on the globe. To learn more about building your strengths as a global leader, check certifications and training programs.



No two markets operate the same, so go in armed with the skills that organisations are really looking for. –Always keep on learning and upgrading yourself per demand in your industry and globally, says Neeraj Kapil, talent acquisition specialist, Emerson Network Power, Maharashtra, India. Pursuing professional development opportunities—such as globally recognised credentials and degrees—will add credibility.

## 8.6 Identify the Gaps

What happens if there's a gap in your team? How can you ensure you recruit someone who will fit with the dynamic of the current team? Behavioural benchmarking can help to both identify those gaps and recruit someone to fit.

Look at the behaviours of your current team - set a template of the ideal culture, roles and leadership style required for your team in order to deliver its business objectives.

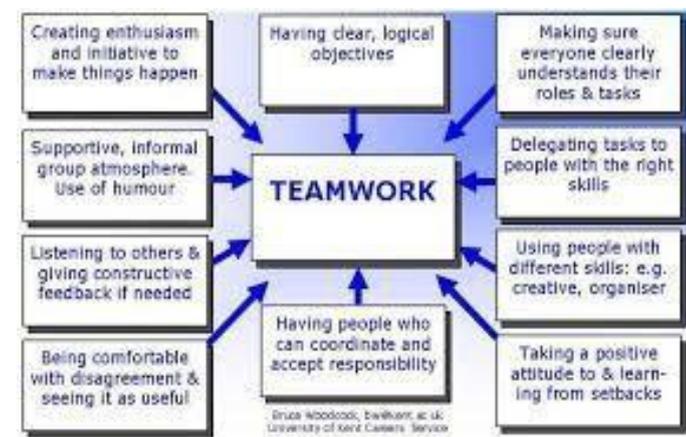
This template will enable you to compare your ideal team with your existing team, understand whether a new recruit is likely to fit with the team culture and detail your team make-up and each individual's role within a team.

An objective analysis of your current and ideal team is critical in minimising the risk of developing a team without the right team working skills to succeed.

## 8.7 Using Technology

The geographical distances that often exist between international team members means that technology plays an important role in enabling individuals to communicate on a regular basis. Telephones and video-conferencing allow geographically disparate individuals to communicate verbally, whilst e-mail and faxes enable fast, efficient communication 'out of hours'. However, using technology for communication does have difficulties. Problems with incompatible technology or lack of access to appropriate technology can mean that some individuals do not receive all of the information they need to be able to perform effectively. Furthermore our increasing dependence on fast communication methods that do not involve face-to-face contact, such as email, can lead to misunderstandings. This is because removing face-to-face contact limits opportunity for recipients to observe the expression and tone of the message, and for communicators to check understanding and ask questions.

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## 8.8 A Quiz

### Think You're Cut Out For Developing Teamwork Skills Take This Quiz

Most people develop teamwork from some key ideas based on either personal experience or some good reading on the subject. There's nothing wrong with that. But what if some of those ideas were no longer true? After all, the infamous -forming, storming, norming, performing model of group development dates back to the 1960s.

So what's new in the, say, last 50 years of study and research on how to develop teamwork?

Take this quiz. Are the following statements true or false according to the latest research?

1.	The ideal number of people for a team is 12.	T/F
2.	The presence of an expert in a team increases its effectiveness.	T/F
3.	The Team kick-off meeting loses its value if it is repeated in mid-stream.	T/F
4.	Teams negotiation of deliverables/resources with stakeholders diverts team energy.	T/F
5.	If team members are familiar with each other and have already worked together, it is not necessary to define team's working agreements.	T/F
6.	Research shows that in successful teams conversations there are 2.9 positive comments for each negative comment.	T/F
7.	High-performing teams have less conflicts than low-performing ones.	T/F
8.	For a team to succeed, clear roles and responsibility are more important than an emotional connection among team members.	T/F
9.	It's good for an efficient and effective team to have —silent ones or members that decide not to share their opinions.	T/F
10.	If the team has effective formal meetings, then frequent interpersonal communications among team members is not required to reach excellence.	T/F
11.	Empathetic decision making in teams is counterproductive if the decision has a strong rational component.	T/F
12.	High performing team members have more answers than questions	T/F
13.	Agreeableness is a valuable trait for team members during decision making	T/F
14.	High performing teams focus on team's internal resources and information rather than reaching out of the regular team membership.	T/F
15.	The timing of team coaching interventions is different for high performing teams versus lower performing teams.	T/F



## THE STATEMENTS ARE ALL FALSE

Don't get stuck in the Sixties when it comes to teams! The current research has some surprising findings that can substantially enhance your knowledge on how to create effective teamwork. What could you do differently to use those insights? How can you use the current, latest research findings about teamwork to maximise your team effectiveness? What are you currently missing?

1.	<b>FALSE.</b> According to Wageman and At (2008) the number is 10.
2.	<b>FALSE.</b> Wolley (2008) has proved the dysfunctional impact of SME in teams. Ultimately they create more problems than it solves.
3.	<b>FALSE.</b> It's called team re-launch and Gersick (1988) considers it a great untapped resource to deal with team issues.
4.	<b>FALSE.</b> Instead it's a critical element of success according to Hackman and Wageman (2005)
5.	<b>FALSE.</b> Working agreements are as critical as much as they are often ignored. This practice according to Carr and Peters (2012) it's critical to address common team dysfunctions.
6.	<b>FALSE.</b> Frederickson and Losada (2005) have documented that the number is between 3 and 12. If more than 12 positive comments are made for each negative comment, then the positive comments become irrelevant and counter productive.
7.	<b>FALSE.</b> Number of disagreements and tolerance for conflict is an important critical component of high-performing teams. See Tekleab, Quigley and Tesluk (2009)
8.	<b>FALSE.</b> Pentland (2012) has demonstrated that a sense of connection is deemed to be the most important element for team success.
9.	<b>FALSE.</b> It's not good for the team overall according to Gruenfeld (2000)
10.	<b>FALSE.</b> High-performing teams display high levels of frequent and interpersonal communication. See Pentland (2012)
11.	<b>FALSE.</b> A lack of empathy impacts the quality of team decisions. See Hackman (2011); Mesmer-Magnus and DeChurch (2009)
12.	<b>FALSE.</b> Frederickson and Losada (2005) have demonstrated that inquiry is critical in teamwork. Answers discourage inquiry and settle teams for less effective course of actions.
13.	<b>FALSE.</b> According to LoFasto and Larson (2001) and Reilly, Lynn and Aronson (2002) decision making without disagreement lowers the quality of the decisions overall.
14.	<b>FALSE.</b> The ability to do effective external outreach is a criteria of successful teams. See Ancona and Bresman (2007)
15.	<b>FALSE.</b> According to Hackman (2011) and Gersick (1988) the timing of team coaching intervention is the same, but the kind of intervention is different.

THE QUIZ IS AT:

<http://info.leadership.com/blog/think-youre-cut-out-for-developing-the-teamwork-skills-of-your-team-take-this-quiz>



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