Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT & ENTREPRENEURSHIP

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

FURNITURE & FITTINGS SKILL COUNCIL

# Participant Handbook

Sector
**Furniture and Fittings**

Sub-Sector
**Furniture & Fittings**

Occupation
**Sales & Distribution Division**

Reference ID: **FFS/Q8101,** Version No.**: 1.0**
**NSQF level: 4**

# Sales Executive
# - Furniture & Fittings

**Published by**

VIKAS® PUBLISHING HOUSE PVT. LTD.

E-28, Sector-8, Noida-201301 (UP)
Phone: 0120-4078900 • Fax: 0120-4078999
*Regd. Office:* 7361, Ravindra Mansion, Ram Nagar, New Delhi-110055
Website: www.vikaspublishing.com • Email: vocational@vikaspublishing.com



First Edition, August 2018

ISBN 978-93-5271-242-7

**Printed in India**



**Furniture & Fittings Skill Council**
Address: 407-408, 4th Floor, DLF City Court, MG Road, Sikanderpur
Gurugram-122002, Haryana, India
Email: info@ffsc.in
Phone: +91 124 4513900

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

**Shri Narendra Modi**
Prime Minister of India

# Certificate

**COMPLIANCE TO**
**QUALIFICATION PACK – NATIONAL OCCUPATIONAL STANDARDS**

is hereby issued by the

FURNITURE & FITTINGS SKILL COUNCIL

for

**SKILLING CONTENT : PARTICIPANT HANDBOOK**

Complying to National Occupational Standards of

Job Role / Qualification pack: **"Sales Executive - Furniture & Fittings"**
QP No. "FFS/Q8101, **NSQF Level 4**"

Date of Issuance: **July 12th, 2017**
Valid up to: **July 12th, 2020**
*Valid up to the next review date of the Qualification Pack or the 'Valid up to' date mentioned above (whichever is earlier)

Authorised Signatory
(Furniture & Fittings Skill Council)

## Acknowledgements

Furniture & Fittings Skill Council (FFSC) would like to express its gratitude to all the individuals and institutions who contributed in different ways towards the preparation of this "Participant Handbook". Without their contribution it could not have been completed. The SSC would like to express wholehearted gratitude for those who joined hands in the preparation of the participant handbook. Sincere appreciation is also extended to all who provided peer review for these modules.

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

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

## About this book

This Participant Handbook is designed for providing skill training and /or upgrading the knowledge level of the Trainees to take up the job of an "Sales Executive - Furniture & Fittings" in the Furniture & Fittings Sector.

This Participant Handbook is designed based on the Qualification Pack (QP) under the National Skill Qualification Framework (NSQF) and it comprises of the following National Occupational Standards (NOS)/topics and additional topics.

- FFS/N8101 Undertake pre work and help in assess and choose suitable furniture/fitting
- RAS/N0128 To maximise sales of goods and services
- RAS/N0130 To create a positive image of self and organisation in the customers mind
- RAS/N0114 To process credit applications for purchases
- FFS/N8601 Ensure health and safety at workplace
- FFS/N8801 Work effectively with others
- FFS/N8501 Maintain work area, tools and machines
- Employability and Entrepreneurship Skills

## Symbols Used

Key Learning Outcomes

Activity

Summary

Tips

Notes

Unit Objectives

Steps

# Table of Contents

# 1. Undertake Pre Work and Help in Assess & Choose Suitable Furniture/ Fitting

FURNITURE & FITTINGS SKILL COUNCIL

Unit 1.1 Pre Work for Undertaking Furniture and Fitting Sales

Unit 1.2 Determine Customer Need in Terms of Residential or Commercial Furniture Requirements

Unit 1.3 Display the Furniture to the Customer

FFS/N8101

## Key Learning Outcomes

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

1. Discuss pre-work undertaking for furniture fitting sales
2. Analyze differences between residential and commercial furniture requirements
3. Practise furniture display for sale

# Unit 1.1 Pre Work for Undertaking Furniture Fitting Sales

## Unit Objectives

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

1. Identify the different sectors of furniture fittings
2. Identify the types of raw materials used for furniture/ fitting
3. Identify customer requirements

**Broad sectors and sub sectors of furniture fittings and furniture sold**

While it could not be defined in any particular manner, a fixture is any item which will be bolted to walls or floors. Fittings in furniture are hardware components that serve three basic purposes, namely, protection, convenience, and decoration. These are essential for the normal functioning of various pieces of furniture.

*Fig. 1.1.1: Furniture setup*

**Fitting:**

A few common examples of furniture fittings have been stated below:

- Hinges
- Door closers
- Door panels
- Locking systems
- Handles
- Door bolts and AL drops
- Door tracks
- Trolley hangers
- Top-hung and bottom-rolling systems (fittings for sliding doors)
- Patch fittings
- Floor springs
- Ovens that are free-standing, washing machines and refrigerators.

*Fig.1.1.2: Kitchen setup*

**Fixtures:**

- Wall paintings
- Light fitments
- Plugs
- Central-heating radiators and boilers
- Kitchen units
- Bathroom suites
- Built-in cupboards and wardrobes

**To be noted:** A plug or towel rail will not cause much profit or loss to the buyer or vendor. However, together all the fittings and fixtures can make a huge sum. Thus both buyers and vendors need to decide what items are to be left and what should not be left, prior to moving in.

**Furniture, Fittings and Equipment**

Items are said to be personal property when they are affixed to a property that is real, like desks, chairs, cabinets, copier, computer equipment, telephone equipment, fax, etc.

**Furniture can be also categorized into the following, depending on their place of use:**

- Living Room Furniture
- Kitchen Furniture
- Bedroom Furniture
- Entryway Furniture
- Dining Room Furniture
- Drawing Room Furniture

**Understand about the kinds of raw materials used for making the furniture/fittings**

**Wood:**

Wood is one of the most popularly used raw materials for furniture making since it is renewable and also an organic source with a lot of options (trees) to select from.

**Cherry:** It is found mostly in Europe and parts of Africa and Asia. This is a hardwood which holds resistance to shrinking and warping. Its striking red color makes it a popular choice for making exquisitely designed cabinets and other types of solid furniture.

*Fig. 1.1.3: Cherry*

**Fir:** A softwood, Fir is used for furniture as well as doors and other interior housing requirements.

*Fig. 1.1.4: Fir*

**Mahogany:** This wood is water resistant and durable. Thus it is used for tables, cabinets as well as dressers

*Fig. 1.1.5: Mahogany*

**Cedar:** Found in Lebanon and Turkey this is has red color and a sweet fragrance. Ideal for making blinds, chests and other such furniture pieces.

*Fig. 1.1.6: Cedar*

**Chestnut:** This wood is used for barrels and other small outdoor furniture.

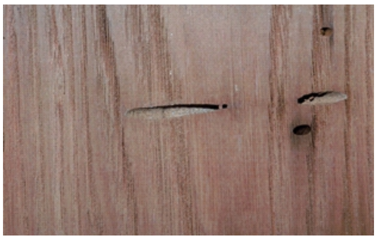


*Fig. 1.1.7: Chestnut*

**Oak:** A pliable and outdoor wood, this is used for making furniture like desks.

*Fig. 1.1.8: Oak*

**Pine:** This is a uniform and soft wood which is used widely for producing different types of furniture.

*Fig. 1.1.9: Pine*

**Rosewood:** This has a darker shade of red-brown color and is used for making ornate and musical instruments.

*Fig. 1.1.10: Rosewood*

**Walnut:** Strong and dark, this one is a good choice for veneered and solid furniture.

*Fig. 1.1.11: Walnut*

**Teak:** This is moisture-resistant and a hardwood. It is ideal for ship building and home furniture.

*Fig. 1.1.12: Teak*

**Artificial Wood:**

- Among the types of artificial wood, the ones used are plywood, chipboard and medium-density fibreboard (MDF). Plywood sheets are used due to their strength and these are encased in a veneer or are laminated.
- Chipboard is made of wood chips and are used for furniture structure. Like plywood, these too are covered with wood veneer or lamination.
- MDF is created from powdered and compressed wood. It is pliable and soft which allows sanding it and adding finishing.

**Glass:** Glass is heated and then cooled fast in order to make it more durable than the regular glass. This type of glass can be used for different furniture pieces. Glass is often preferred due to the classy and minimalistic look that they provide to a home's décor.

**Plastic:** This type of furniture has gained much importance and popularity over the years, since it is available in different options and also it is easier to produce mass furniture from plastic.

**Steel:** This is a commonly used material for manufacturing furniture. Steel is flexible, durable, lightweight and resilient. It finds its use mostly in classroom furniture, hospitals and office buildings. Since steel can be formed into different shapes, it is used for manufacturing tables and foldable chairs.

**Fabric:** Fabric is a furniture-making raw material used widely. Fabric ranges from synthetic to fibers and are available in different texture and color.

**Leather:** Leather is a timeless and expensive raw material option which is used for creating furniture like chairs and upholster couches.

**Understand customer needs and help in choosing appropriate furniture**

It is important to connect with the customer, in order to help him/ her select furniture. The following are three basic steps to be kept in mind:

- Listen to the customer to understand
- Meet the customer's requirements or demands, regardless of how complex it is
- Exceed the customer's expectations.
- Apart from the points mentioned above, it is important to stay aware of the below facts.
- **One's choice of furniture reflects one's life and personality:** The furniture at one's home speaks a lot about his/her personality.
- **Pieces of furniture and their placement are related:** Specific pieces of furniture should be placed suitably and strategically at specific locations at home. For example, a coffee table may be placed in the living room at one's home since the living room is the place where family members get together for a few cups of coffee after a long day.

# Unit 1.2 Determine Customer Need in Terms of Residential or Commercial Furniture Requirements

## Unit Objectives

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

1. Compare commercial furniture and residential furniture
2. Demonstrate the methods of responding to customer queries to promote business
3. Manage negative feedback

**Commercial Furniture vs. Residential Furniture**

**Commercial Furniture:**

Furniture for commercial purposes are made of higher quality of raw materials. The fabrics used are stronger and tougher, the foam is sturdier and the finishing of the furniture pieces is stronger than residential furniture. Any type of commercial grade product is supposed to stay for longer period of time. Commercial furniture installed in an office must be replaced within a decade. Apart from being trendy, these need to be aesthetically quite neutral as the furniture will be in an office for years. It is for this reason that commercial furniture appear to be boring.

Such furniture will have a higher warranty period. However, commercial furniture can be more than twice as costly as residential furniture. However, commercial furniture can be costlier than residential furniture.

*Fig. 1.2.1: Commercial furniture*

**Residential Furniture:**

These are made from less sturdy and strong materials than the commercial furniture. Such furniture pieces are trendier and have low pricing. The range of design for residential pieces for one category will be huge.

**Whether to buy residential furniture for office space:** The selection of furniture will ultimately depend on budget. If the buyer has lower budget, it will not be wise to spend that entirely on a sofa, or commercial furniture though as a commercial piece it will last longer. There are some residential furniture available in market these days with hard finishes like storage units, tables and shelving.

**The following pieces of furniture can be purchased from vendors dealing in residential furniture.**

**Tables:** Printer tables, pantry tables and conference tables could be bought from residential furniture **vendors.** This helps in saving money that at the time of updating office décor. Pantry tables are good due to their polished finishes and are sturdy enough to last for a few years. It is important to know that an average dining table will be narrower than an average table for conference room. The width for dining tables can be around 26” to 36” while the conference table will have an average width range of 30” to 58”. Thus for a larger conference room dining table will not be effective since it will not accommodate people across one another with laptops.

**Shelving and storage:** Storage and shelving will not have heavy use and thus these are likely to have wear and tear issues in offices. Thus less money can be spent on these. Small to medium sized units for shelving that look good in an apartment may seem to look smaller in size within a commercial space, especially if the office room will have high ceilings.

**Other temporary furniture:** Often it is right to buy a residential furniture piece that is cheaper in price, knowing it may be used for a period of 6 months. Suppose someone plans to move or build an office space, yet not sure of the décor of the new place. For such situation, it is best to resort to a temporary piece of furniture.

**Respond to all the queries raised by the customers appropriately in a way to promote business and also manage the goodwill/image of organization:**

**Reinforce positivity:** Try to understand what the buyer/ reviewer liked the most about the furniture and the overall experience. One needs to agree with customers and also explain to them how they get to enjoy a good customer service.

Share the success with rest of the team: Good reviews help in building a positive online reputation. It also helps in motivating the employees. The staff needs to be recognized in order to build a good team.

**Show gratitude:** It is always good to thank the buyers who leave reviews. Reviews can be negative or positive but the person should be thanked. For responses, try to personalize by using first names. Consumers need to be thanked for the specific points they wrote. Also the employee who will reply to these feedbacks, need to mention his name at the end. This shows that the feedback was answered personally by someone from the company.

**To manage negative feedback:**

While negative feedbacks are not what a company wants to get, these should not be ignored. If these feedbacks are taken care of gracefully, it will help in reducing the negative image and review in the prospective customer eyes.

**Apologizing and sympathizing with reviewer:** If the accusation is right, then apologize. Never get into any argument online. If the customer sees the reply to be empathetic and honest, he will respect it.

**Deal tactfully:** It is easy to get angry when reading negative feedback. However, never let your emotions overcome you. Politeness, patience and respect are important while dealing with complaints.

**Defend company image:** While one should never get into an argument, an employee needs to fight back (carefully) in order to defend brand reputation.

# Unit 1.3 Display the Furniture to the Customer

## Unit Objectives

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

1. Arrange furniture and other resources as per the store's requirement

**Ensure to have all the required resources arranged in sequence of usage before initiating the demonstration**

- Arrangement of furniture will vary from one store to another. It depends on the store's size, interiors and the furniture which will be set up.
- There are some basic rules of arranging furniture in a store. For instance a bed should be arranged with bedding, pillows, blankets and the area should have other furniture like a stool, dressing table, mirror, to give a more complete feel of a bedroom. In this manner, a study table should have a chair or two chairs put with it, a carpet could be placed under it or close to it and the area may also include shelves.
- The price tag should be visible clearly from different directions. Make sure that they customer does not have to struggle to find the price of a furniture or a furniture fitting.
- The entrance should not be congested and cluttered.
- Heavier furniture should be placed in the central part of the store.
- The sales executive must ensure that regular cleaning of furniture takes place, once the store opens.
- Ensure that sharp objects are not placed openly because they can cause harm.

There should be enough space for walking and checking a furniture piece from different angles without any collision.

**Activity Session:**

**Activity 1:** The trainees will be divided into groups for preparing a Flash Card Presentation on the chapter.

**Activity 2:** The trainees will be taken to the lab where commercial and residential furniture are assembled together. Each trainee will be provided with a set of instructions on separating the residential and commercial furniture and rearranging the pieces as per the sequence provided in the instructions.

## Notes

## Summary

- Wood is one of the most popularly used raw materials for making furniture and fittings since it is renewable and also an organic source with a lot of options (trees) to select from.
- Oak: A pliable and outdoor wood, this is used for making furniture like desks.
- Pine: This is a uniform and soft wood which is used widely for producing different types of furniture.
- Rosewood: This has a darker shade of red-brown color and is used for making ornate and musical instruments.
- One needs to agree with customers and also explain to them how they get to enjoy a good customer service.
- The staff needs to be recognized in order to build a good team.
- Consumers need to be thanked for the specific points they wrote.

## Activity

**Activity 1:** The trainees will be divided into groups for preparing a Flash Card Presentation on the chapter.

**Activity 2:** The trainees will be taken to the lab where commercial and residential furniture are assembled together. They will have to study each piece of furniture carefully, identify the respective category (commercial or residential), identify the type of wood each piece is made of, and finally note these down on a sheet of paper.

## Exercise

**State True or False:**

1. A fitting can also be an item which is hung by a hook or is free standing. (T/F)
2. Only vendors can decide what items are to be left and what should not be left, prior to moving in. (T/F)
3. Plywood sheets are used due to their strength and these are not encased, neither laminated. (T/F)
4. Arrangement of furniture is the same for every store. (T/F)
5. Commercial furniture installed in an office must be replaced within a decade. (T/F)

Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

FURNITURE & FITTINGS SKILL COUNCIL

# 2. Maximize Sales of Goods & Services

Unit 2.1 Know the Difference between the Features and Benefits of Products

Unit 2.2 Techniques for Encouraging Customers to buy the Product being promoted

RAS/N0128

## Key Learning Outcomes

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

1. Compare features and product benefits
2. Demonstrate techniques of encouraging customers in buying products

# Unit 2.1 Know the Difference between the Features and Benefits of Products

## Unit Objectives

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

1. Identify promotional opportunities and estimate their potential to increase sales
2. Practice improving customer experience
3. Practice arranging successful sales event for furniture

**Identify promotional opportunities and estimate their potential to increase sales**

Promotional and advertising opportunities will require sales executives to be part of the given activities:

- Team up with department staff and their respective heads in order to discuss topics such as contracts, budgets and marketing plans along with helping to decide the type of advertising media
- Help in planning promotional campaigns like coupons, contests and giveaways
- Take part in advertising campaigns which require the media to help with advertisement
- Negotiate contracts with advertisement agencies
- Help in initiating market research studies and also analyze the end results in order to understand customer needs and also market opportunities for the business
- Develop product pricing strategies
- Meet with investors or clients in order to give them marketing information or advice
- Support manager with hiring the advertisement team, promotions and also staff to market new products or sales and also keep a check on these activities daily.

As part of sales promotion team, the professional must know how to frame and direct programs which will be a combination of buying incentives with advertisement in order to have the sales doubled. It is often that such programs will require the use of newspaper inserts and direct mail. The person must know how to work within a team to organize special events which will bring in the targeted customers. A sales executive is assigned the task of checking and keeping in-store displays intact and in neat order. He or she must know that the promotional event will include samples handed out to customers, discounts, gifts, samples, coupons, rebates, contests and also sweepstakes.

**Improving the customer experience**

Customer loyalty is built when you take care of customers' interests and promptly resolve their problems. It is therefore important to focus more on the existing customers and sell more products to them. This is more profitable in comparison to looking for new customers.

Yet, it will be still required to acquire new customers along with maintaining the old ones. In order to retain old customers and also attract new customers, the given steps should be followed:

- Products should be tailored to meet specific demands of customers. If the furniture delivery is required before noon time, the delivery schedule must be organized in a manner to comply with that.
- The sales executive must ensure that the time for managing every key account is adequate.
- Problems should be identified and resolved soon. It is wise to not promise less than what the company can deliver, yet care should be taken to live up to the promises made to customers.
- Maintain contact with old customers and remind them whenever the service contract would need to be renewed and also if a good deal is available.
- Maintain relationships with the important decision-makers.

Technology can bring about more flexibility in business flow. Customers should be able to track their deliveries through the delivery web page of the company's website. The company's website can be used for providing information like instruction manual and product (furniture) detail.

**Effective marketing**

It is important to know about customers in order to market furniture and fittings to them. Marketing can be done effectively to different segments only when the company and sales team are aware of their customers. Advertising and other promotional events can be planned smoothly if the right customer group is targeted.

With technology, selling and marketing processes can be automated. For instance, different mailshots and emails could be set up in order to send them to various customer segments. Discounts on furniture sale can be offered to certain customer groups through e-commerce software. Customer service is an important stage of effective marketing.

**How to arrange successful sales event for furniture:**

**More extras:** The word “Free” appeals to customer instinct. Free delivery, free gift, free setup, etc are sure to make a deal more attractive for a shopper.

**Discount on mattresses:** 50% discount can be offered on mattress sale at certain sales events. The reason for this to work is that every home needs a new mattress within 10 years.

**Discounts:** A special offer should be offered for sales event. Be it a simple 20% discount or a coupon of 4000 INR on a minimum furniture sale, the furniture company need to arrange for such opportunities in order to get more customers.

**Greeting customers:** A member of the sales team should be positioned at the front door of the showroom in order to greet customers. Customers feel more welcomed in this manner.

**Limit the time offer:** A smart marketing strategy is to create the sense of urgency in the customers. If an offer or discount lasts for a weekend or a festive season, it causes people to act fast so in order to make maximum buying profit on the deal.

# Unit 2.2 Techniques for Encouraging Customers to buy the Product being Promoted

## Unit Objectives

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

1. Describe different promotions to customers in a persuasive way

**Tell customers about promotions clearly a e way**

**Framing an alluring summary:** Care should be taken to never overstate a product description. It should be well-written detailed and be able to get the customer's complete attention. Customers who shop online have adapted to learn everything that they need from the internet, including all the details that they might need. These customers are not going to make buying decision unless they are sure that the products that they are checking are good for them, if not the best. So if the furniture's definition along with a proper image is missing from the company's website or brochure, the business output will get affected. The descriptions should be penned down in clear and simple English or a local language. These must have complete details of the product features. It is important to include specifications such as weight, measurements, the material or fabric used and more, in bullet points. It is important to articulate how the furniture design is going to be more comfortable or useful than others of similar design, purpose or brands.

**Utilization of the visuals:** Apart from the words which talk about how a furniture piece will enhance the lifestyle of the buyer, it is incredibly necessary to add a picture. Product visuals definitely gain more attention from potential customers than the ones that hardly have proper images or any images / visuals at all. The aim should be to publish or update high-resolution large image which could be zoomed as well. The images must be free of any clutter and also be taken from different angles to give a better idea of the furniture. A very smart strategy would be to post a few images of the furniture piece in a manner in which the consumer would use it in day to day life. This helps the buyer to visualize the product and make a buying decision.

**Add reviews:** Another wise step is to include reviews in the brochure as well as online. People tend to buy what others before them have and found to be advantageous for their lifestyle. It is best to add testimonials, even if they are not too bright or positive. Consumers are likely to suspect if they are shown rose painted window. Also if negative feedback had been reported, a quick step must be taken to resolve it and have the same mentioned for the potential buyers to see.

**Create the buzz:** Products cannot be sold without any form of advertising. Furniture get benefit through impressive marketing campaigns. Such a campaign can generate curiosity and excitement for the business.

**Free returns and more incentives:** Incentives play an important role when it comes to marketing. Purchasing incentives should be enabled like discounts, free shipping and also easy returns. These reduce the friction a consumer faces while buying or returning a product.

**Honeyed-words will do well:** One of the most valuable assets of a sales executive is his gift of gab. Try to research in order to know what will be a better way to attract more customers. Post a purchase; try to follow up with the customers. Thank consumers after they have bought a furniture piece or a fitting. Add them to a sales funnel which informs them of opportunities which were advantageous previously to customers.

## Notes

## Summary

- Team up with department staff and their respective heads in order to discuss topics such as contracts, budgets and marketing plans along with helping to decide the type of advertising media
- Help in initiating market research studies and also analyze the end results in order to understand customer needs and also market opportunities for the business
- A sales executive is assigned the task of checking and keeping in-store displays intact and in neat order.
- Customer loyalty is built when you take care of customers' interests and promptly resolve their problems.
- Yet, it will be still required to acquire new customers along with maintaining the old ones.
- Customers should be able to track their deliveries through the delivery web page of the company's website.
- It is important to know about customers in order to market furniture and fittings to them.
- Customer service is an important stage of effective marketing.
- Care should be taken to never overstate a product description.

## Activity

**Activity 1:** The trainees will be divided into groups. Each group will be asked to put together items for promoting sales for furniture from an array of different things like newspapers, cardboard boxes, brochures, magazines, gifts, etc. (these are to be arranged beforehand).

**Activity 2:** The trainees will be taken for an industrial visit to a furniture company where the sales manager will explain different promotional activities and arrangement of furniture display. The trainees will note down and can ask questions to clear doubts.

## Exercise

**Fill in the blanks with the most appropriate option:**

1. As part of ___________________________ team, the professional must know how to frame and direct programs. (sales promotion/ accounts/ packaging)
2. Products should be tailored to meet specific demands of _________________. (market/ customers/ investors)
3. ___________________ can bring about more flexibility in business flow. (advertising/ furniture display/ technology)
4. Marketing can be done effectively to different ______________ only when the company and sales team are aware of their customers. (businesses/ segments/ teams)
5. Furniture descriptions must have complete details of the product _____________________. (images/ price/ features)
6. ______________________________ get benefit through impressive marketing campaigns. (furniture/ delivery system/ sales)

**Match the following**

| Column A | Column B |
|---|---|
| Promotional and advertising opportunities | Post a few images of the furniture piece |
| To maintain customers old and new | Develop product pricing strategies |
| Marketing | Problems should be identified and resolved soon |
| Product visualization | Mail shots and emails |

Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

# 3. Create a Positive Image of Self & Organization in the Customers Mind

FURNITURE & FITTINGS SKILL COUNCIL

Unit 3.1 Establish Effective Rapport with Customers

Unit 3.2 Respond and Communicate Appropriately to Customers

RAS/N0130

## Key Learning Outcomes

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

1. Demonstrate the process of establishing effective rapport with customers
2. Demonstrate various methods of communicating effectively with customers

# Unit 3.1 Establish Effective Rapport with Customers

## Unit Objectives

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

1. Discuss the standards of appearance and the dress code
2. Practise greeting customers respectfully and in a friendly manner
3. Practice effective communication with your customer
4. Practice keeping customers informed and reassured

**Meet your organization's standards of appearance and behavior**

Dress code is quite a standard policy in an organization and could be created or alter slightly as per the style of the employee. However, if the sales executive wears an ill-crafted dress and appears inconsistent, it may have a negative effect on the brand.

**The dos and don'ts of a creating or altering a dress code:** Creating or updating the dress code policy of the organization: The sales executive must know the standard rules of the workplace. A company's policy will have explicit definition of an acceptable dress code, especially when dealing with clients or customers even when not within the work premises. One has to comply with the dress code.

**Everything must be taken into consideration:** Employers these days are concerned with a new issue these days – regarding tattoos and multiple body piercings. However, it is under law that an employee must not flaunt any sort of body art within the work place since it may not be a racial or religious expression. At the time of updating or creating the dress code, the organization's work culture must be considered, (e.g. the workplace culture), if the workplace follows an informal or formal corporate structure. The standard of grooming and the environment should be the deciding factors.

**Anti-discrimination laws:** Employers need to be considerate towards different religious beliefs. The employee may get a piercing or a tattoo or other things such as a hijaab (head covering to be worn by women according to Islamic belief), if it is related to the religion of that employee.

**Greet your customer respectfully and in a friendly manner**

Greeting a customer is often said to be an important part of closing a sale.

**Smile when greeting:** Customers feel good when they are greeted and see a smile on the face of the employee greeting them. In case the employee does not smile and seems to be in a grumpy mood, it will mar the onset of shopping experience for the consumer.

**Stop other tasks:** It could be that the sales executive is stocking shelves or taking note of inventory. However, these tasks should take a backseat since the customer is the reason for all regular tasks. A greeting of 30 seconds would be enough and it would give a sense of warmth to the customer. Once the employee is done offering help or guidance, he or she can go back to the task.

**Do not tell but show:** Even some of the stores do not follow this rule. Yet, it is necessary if a customer is inquiring about a given furniture or furniture fitting, the employee must walk with the customer to show it, instead of instructing the person to find it at a particular place.

**Asking the customer's preference or needs:** Always ask specifically the type of furniture, the need of it, where the customer wants to place it in his/ her home, etc. It is best to take some time and ask what the customer is looking for than having to deal with customer complaints later.

**Dress code should be strictly professional:** Since a sales executive is the face which the customer sees, the person must dress and also act in a strict professional manner. Provocative outfits should be totally avoided, since it may offend the manager as well as the customers. A neat and well-groomed appearance is of high importance.

**Communicate with your customer in a way that makes them feel valued and respected**


*Fig. 3.1.1: Customer satisfaction*

**Acknowledge your customers:** Customers are real people who love to be acknowledged in different ways. Try to find out their birthdays and anniversaries in order to help them celebrate the same. Special discounts could be offered to them if it is permitted. This makes the customer feel appreciated and valued.

**Provide personal attention:** While customers like attention, they would run away if one pounces on them right at the doorstep. If the business interaction is happening online, then try not to bombard the customer with regular e-mails and phone calls. These may cause them to feel pressurized and they are likely to never come to your store.

**Thank your customers:** Once in a while, thank the customers or clients for being a part of the business or for purchasing. Do not overdo this otherwise it will be taken as a fake gesture of gratitude. It should be entirely genuine. In order to win a client and to gain customer loyalty, one needs to be authentic. Special offers, a gift card, etc. will be appropriate for this purpose.

**Creating a VIP list:** If some clients are loyal and this brings in business, it is important to create a list of these individuals. A special sale event can be conducted for them or give them extra hours of shopping during a VIP event. While every customer deserves to be treated well, giving special treatment to the loyal ones shows them your gratitude.

**Pay attention to their feedback:** In collecting information about the clients from them, one can find out their likes and dislikes. This helps in altering the process of informing and purchase according to their needs. The result is an increase in sales and happy customers.

**Keep your customer informed and reassured**

**Keep the customers informed:** While this is an obvious task, many companies do not take care to do it. Be it informing the customer about a certain back-order product to be in stock or if what he or she had asked for is now available, it all does more than just satisfying the customer.

**The customers must feel valued:** If your customers do not feel valued and respected, or find it full of trouble to select and purchase a furniture piece from the store, they will never show up.

**Remind them to have their vouchers redeemed:** Try not to limit vouchers to a given date. If some customers are taking time to redeem vouchers, remind them that their vouchers could be still used (if these vouchers could be still used).

**Ask for customer's input:** People tend to get connected to an organization when they are asked for advice related to its furniture or other product design, delivery method, etc. It could be the present methods of business process are fine, but it would be right to know the preference of the customers.

**Inform them if their suggestions have been implemented:** Customers who complain and give feedback are valuable to your business. These customers are particular about the purchases that they make and thus will complain if they find anything amiss or not so smooth about a function or the purchase process. If ever their suggestions are implemented, they should be informed of that and thanked as well. In this manner they will feel valued and that their advices were taken seriously.

# Unit 3.2 Respond and Communicate Appropriately to Customers

## Unit Objectives

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

1. Identify the appropriate way of communicating with your customer
2. Discuss with your customer their expectations

**Select the most appropriate way of communicating with your customer**

**First impression is of utmost importance:** Prospects are very important since they can send business to the rivals in case they dislike the interaction with the furniture company. One of the worst mistakes is not answering phone calls properly. If a business gets a good number of calls and lacks an automated system for communicating, it can damage the business heavily. According to a survey, consumers revealed that they will not get back to a company that has a poor caller system.

**Hold times must be kept to minimum:** Consumers get upset when if they are not able to reach to an agent and have to keep dialing numbers according to an automated caller machine. Customers mostly hang up the phone call since they get frustrated. It is thus important that all calls get routed to the right person within the organization within a few minutes. An automated answering system should be able to limit the hold time for a call. The company should opt for a proper answering machine which will make a signal after it has kept a caller on hold for some time. While the beeping sound or another form of alarm or signal can be a little disturbing, it will be a good way to handle calls and prevent hold time for callers.

**Customer service calls should be treated as priority:** One of the important communication forms between a business and its customers is customer service. It is seen that consumers often are not able or they do not intend to make a purchase due to a bad service experience. So, when communication fails to work over the phone, people are likely to take it in a personal manner, as if they are not given importance and thus will spare no time to that organization for business and purchase.

**Try to make real conversations:** Communication can be improved with customers through the right selection of language. Try to speak more in local languages and also the conversation should seem less scripted. The language should sound positive. For this, the communication and sales team must have the right tools which help in providing better customer insight. These days CRM or customer relationship management (CRM) tool can be synced with phone systems. This gives better access to customer information, like the recent interactions and purchase history.

Check with your customer that you have fully understood their expectations

**Figure out the problems:** Sales executives are mostly aware of the issues that can occur, since they get to hear the same day in day out. However, it is important to know of the problems that the consumers are struggling with, early in their journey.

Take help of online tools: There are several online tools and websites where these could be found. Such tools give different ideas and questions which are asked by the consumers.

**Interviewing customers:** Interviewing customers over the phone is also important. It is an ideal way of pushing them to know what challenges they face and also the type of problem and how difficult it can be for them.

**Check the reviews:** Reviews can lead to the right place! People are very honest when writing reviews. Hence, go through these reviews to know what people are liking and disliking about the business.

## Notes

## Activity

**Activity 1:** The trainees will be divided into a few pairs, depending on the batch strength, and asked to enact a role-play, where one trainee will enact the role of a sales executive while the other trainee will enact the role of a customer. The customer has come to a furniture showroom to purchase a few selected pieces of furniture (say, a set of four chairs). The sales executive must convince the customer to purchase a table, which would beautifully complement the set of chairs. At the end of the role-play, members of each pair will have to describe the steps adopted to establish rapport with the customer and cross-sell.

## Summary

- Dress code is quite a standard policy in an organization and could be created or alter slightly as per the style of the employee.
- The sales executive must know the standard rules of the workplace.
- Employers need to be considerate towards different religious beliefs.
- In case the employee does not smile and seems to be in a grumpy mood, it will mar the onset of shopping experience for the consumer.
- It could be that the sales executive is stocking shelves or taking note of inventory.
- Always ask specifically the type of furniture, the need of it, where the customer wants to place it in his/ her home, etc.
- Consumers get upset when if they are not able to reach to an agent and have to keep dialing numbers according to an automated caller machine.
- Communication can be improved with customers through the right selection of language.
- Sales executives are mostly aware of the issues that can occur, since they get to hear the same day in day out.
- Reviews can lead to the right place! People are very honest when writing reviews.

## Exercise

**Fill in the blanks with the most appropriate option:**

1. The sales executive must know the ____________________ of the workplace. (areas/ standard rules)
2. ________________ feel good when they are greeted and see a smile on the face of the employee greeting them. (Customers/ Investors)
3. Customers who complain and give _________________ are valuable to your business. (sales/ feedback)
4. The company should opt for a proper ______________________________________which will make a signal after it has kept a caller on hold for some time. (answering machine/ mailing system)
5. ___________________ customers over the phone is also important. (Explaining/ Interviewing)

**State True or False:**

1. A company's policy will have explicit definition of an acceptable dress code, especially when dealing with clients or customers.

| T | F |
|---|---|

2. Employers need not be concerned about different religious beliefs.

| T | F |
|---|---|

3. If a customer is inquiring about a given furniture or furniture fitting, the employee can instruct where to find it.

| T | F |
|---|---|

4. One of the important communication forms between a business and its customers is customer service.

| T | F |
|---|---|

5. People are very honest when buying furniture.

| T | F |
|---|---|

Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

# 4. To Process Credit Applications for Purchases

FURNITURE & FITTINGS SKILL COUNCIL

Unit 4.1 Determine the Credit Worthiness of an Individual by using Appropriate Techniques and Tools

Unit 4.2 Process Applications from Customers for Credit Facilities

RAS/N0114

## Key Learning Outcomes

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

1. Determine credit worthiness of an individual by using appropriate techniques and tools
2. Demonstrate the method of processing applications from customers for credit facilities

# Unit 4.1 Determine the Credit Worthiness of an Individual by using Appropriate Techniques and Tools

## Unit Objectives

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

1. Define credit analysis
2. Discuss the features of Credit Facilities

**Credit Analysis:**

Credit management can be divided into the prevention of customer assessment and also securing of the payments. The second is about cash collection. The second part of it rather depends on the first part which is again important keeping in mind the success of the buyer-seller relationship, in terms of finance.

**Credit analysis:** It is a complete assessment of a business relationship in recent times, the one which will obtain a client. It studies the following points of a buyer:

- The buyer's creditworthiness based on the complete financial analysis of the buyer's balance sheet and the income statement.
- Is the buyer meeting with the commitments? What about the payment behavior of the buyer? Such behavioral references should be studied.
- The age, job/ designation and financial commitments of the buyer. Do these suggest that is a good potential?

The reason for credit analysis: Credit analysis for a buyer will help in settling payment terms and guarantees, the credit limit of the buyer and also help in framing the contract clauses which will protect the organization/ seller.

**Finding the credit analyst within the company:** The credit analysis is carried out by a qualified analyst, a trained professional from the financial department or a Credit Manager, on the basis of the company size. This professional will be the one to decide the credit to be granted to consumers and also be a part of the Finance Department.

**Features and conditions of credit facilities**

**Cash Credit** is a term which is a short-term finance source. Under this a bank will offer the customer to obtain loan up to a given time. This is also known as 'bank overdraft'.

Features of it:

- This is given in order to have a company's working capital requirements met.
- Cash credit can be an important capital financing source from working.
- It is obtained fast and without any hassle.
- Interest is charged only on the amount to be utilized.

**Credit facility** is said to be a loan which is formed under corporate or business finance context. It includes term loans, credit, letters of credit, committed facilities and also the retail credit accounts.

**Understanding 'retail credit facility':**

Retail credit facilities could be prepared with different debt types, which include revolving credit accounts and term loans. These facilities get utilized broadly as a manner to offer funding for different reasons in a financial market. A credit facility can be obtained with the aid of a corporate financing support which also provides for an equity investment.

**Lending to customer:** Retail lending for customers can be a difficult process which gets done with the aid of a third-party along with the credit provider. There are retail businesses that have the retail credit facilities which are established. It is for this that the businesses are able to take loans in order to have an installment financing support given during a sale.

**Retail credit card advantage:** Sometimes, the retail credit facility could be a structured product which is packaged with the retail credit cards portfolio. Often lenders prefer a package and also sell the retail credit card facility in secondary markets which then reduces the balance sheet risk of a lender and also offers further capital for future lending.

**Taking care of data**

- Customer information is required as a part of the APR (annual percentage rate), which the company will charge and also the details of total financed amount with the amount needed to be repaid and additional charges.
- As long as the company offers credit on the purchases and not the cash loans, one need not have legal obligation to have the credit checks conducted. When the company needs to check the credit worthiness of customers, one will need to count the charges for obtaining information which is from a credit reference source or agency.
- The customer should be informed in case the finance department passes on the customer's debt or any such details to a third-party. Some businesses, to avoid such scenarios, prepare an agreement at the time of purchase in order to avoid a cooling off period within which they can cancel.
- A third-party provider of finance will advise on customer communication and also on legal compliance. If the company is offering credit itself, it is best to seek legal aid prior to the process.

# Unit 4.2 Process Applications from Customers for Credit Facilities

## Unit Objectives

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

1. List the documents to get credit
2. Identify the difficulties in processing applications

**Documents needed to allow the customer to get credit**

**Proof of identity:** Driving license, PAN card, Passport, Voter ID card, etc.

**Address proof:** Electricity bill which will not be more than 2 months old, rent statement, ration card, bank statement, driving license, etc.

**Income proof:** For a salaried individual it can be the last 3 months salary proof or 6 month's bank statement of the salary account. For self-employed individuals, it can be the latest IT return with the income computed or the business identity proof with certified financial documents.

**Age proof:** Birth certificate, Voter ID card, passport, etc.

**Participants for credit card transaction:**

**Cardholder:** There are two types of cardholders – namely a transactor who will repay the balance of credit card completely and the other is a revolver who will be repaying the balance's portion.

**Merchant:** The merchant can be a vendor or a store who will sell the good or service which is required by the credit card holder. The merchant will be accepting all credit card payments and also be sending the card information to issuing bank of the cardholder as well as request the payment authorization from the same.

**Merchant's/ Acquiring bank:** The acquiring bank will be responsible for payment authorization receiving as well as sending these to an issuing bank with the use of correct channels.

**Service provider or acquiring processor:** This is a third-party entity which often serves as an acquiring bank's support. The processor will be offering the device or service which helps merchants to accept the credit cards and also have the credit card payment details sent to a credit card network. After this, the processor will forward the payment authorization back to the bank which will acquire the fund.

**Credit card network or an association member:** These are supposed to operate the credit card payment processing networks across the globe and are known to control interchange fees. Examples would be American Express, Visa, Discover, MasterCard, etc.

**The credit card issuer:** It is a financial institution which will issue the credit card which is used for the transaction. This source receives the authorization request for payment from a credit card network. This is responsible for approving or declining the transaction.

**Understanding credit card processing in 8 simple steps:**

**The purchase is made:** The first step, where the customer will find a particular item or product and then decide to purchase it. If the customer selects to pay by the use of credit card, it will be through an online payment gateway. This is done through phone or even by email.

**The transaction is entered:** The credit card will be swiped through a secure terminal for credit card. In another process, the card and its transaction details are entered. In case of e-commerce transactions, the holder of the credit card will do the payment option selection.

**Data transmission:** The credit card data will be transmitted in order to get approval since the POS system, terminal or the payment gateway will be connected to the network where the processing will take place.

**Approval or declination:** After transmission of data, the issuer of credit card will either decline or approve the transaction. This will depend entirely on the card's validity along with the available funds of the cardholder.

**Response:** After approval, the merchant and the credit card processor will get an authorization response.

**The transaction is completed:** The transaction at this point will be completed by the merchant.

**Submission of the batch closure:** The credit card payment process is thus completed by the merchant with a batch closure. This is done at the day's end as all transactions are processed for the day. Post this, the processor's who acquires the bank will collect the money from the issuers of credit card.

**Fund deposition:** The processors who acquire bank will then have the funds deposited into the business account of the merchant. The process entirely can take as long as 48 hours.

**Promptly refer difficulties in processing applications to the right person**

**Issues arising with the payment gateway:** A payment gateway is an electronic portal which will receive the card data from the shopping cart or payment terminal. The machine will encrypt data prior to sending it to a credit card network and also seeking approval from bank. A simple problem that can arise is the gateway being down due to which it will not handle data. It is wise to see if a transaction can be processed afterwards. If the problem continues, it could be for the software issues like bugs. The technical support team is to be summoned if such situation occurs.

- Problems can also arise with the card information. The shopping card may not work as in put requests for required information. Thus the gateway will not have the data it will require to have the request forwarded. There is an alternate chance of the customer to never have entered the required information.

**Issues with banks:** There are problems which are likely to take place due to issues with the bank or one's acquired account in a bank. For instance, one may face difficulties in comprehending codes for transactions that get declined and one may need to have contacted the issuing bank for this. It works if precise details are provided, which can be through a forwarded screenshot of the codes needed. A right decision is to contact the support technical team for such issues.

**Transactions that are declined:** A very common cause of the processing problems for credit cards is a transaction which gets declined. There are reasons which this can occur. The problem will be with the card details' verification. A frequent issue is a credit card fraud. Verification is needed in order to make sure that any bank transaction will be scrutinized and thus the card being used illegally will be less.

**BHIM**

Bharat Interface for Money or BHIM is an app which enables quick and easy payment with the use of UPI or Unified Payments Interface. Direct bank payments can be made to any person on this platform (UPI). Direct payments to banks can be made with a UPI ID or by scanning the QR through BHIM app.

**Advantages of the BHIM app:**

- Sending and collecting funds with UPI
- Booking flight tickets
- Paying bills on different e-commerce websites with the use of UPI
- Recharging one's mobile
- Scanning and payment with the QR code
- Sending money with the help of IFSC code and account number.

**Features of BHIM app:**

**Instant transfer of funds:** With this app, money can be easily sent to anywhere and at anytime. The process is easy, simple and does not require filling of the account details like IFSC code and account number.

**Bills can be split with friends:** This app will allow users to split money (bills) with a number of users.

**Bank holidays are excluded:** The most advantageous feature is that one can send and receive funds event at the time of bank holiday and weekends.

**Payment reminders:** One more feature which facilitates scheduling of the payment reminders.

## Notes

## Activity

**Activity 1:** The trainer will conduct a quiz competition based on the course.

**Activity 2:** This will be in form of an elocution session where the trainees will speak on credit worthiness and credit facilities.

## Summary

- Credit management can be divided into the prevention of customer assessment and also securing of the payments.
- The buyer's creditworthiness based on the complete financial analysis of the buyer's balance sheet and the income statement
- The credit analysis is carried out by a qualified analyst, a trained professional from the financial department or a Credit Manager, on the basis of the company size.
- Credit facility is said to be a loan which is formed under corporate or business finance context.
- Sometimes, the retail credit facility could be a structured product which is packaged with the retail credit cards portfolio.
- There are two types of cardholders – namely a transactor who will repay the balance of credit card completely and the other is a revolver who will be repaying the balance's portion.

## Exercise

**Match the following**

| Column A | Column B |
|---|---|
| 1. Retail lending for customers | loan |
| 2. Credit facility | Driving license |
| 3. buyer's creditworthiness | securing of the payments |
| 4. Proof of identity | third-party support |
| 5. Credit management | balance sheet and the income statement |

**State True or False:**

1. Credit analysis is a complete assessment of a business relationship in recent times, the one which will obtain a client.

| T | F |
|---|---|

2. Retail credit facilities are also called 'bank overdraft'.

| T | F |
|---|---|

3. Retail credit facilities could be prepared with different debt types, which include revolving credit accounts and term loans.

| T | F |
|---|---|

4. A cash credit is an electronic portal which will receive the card data from the shopping cart or payment terminal.

| T | F |
|---|---|

5. A very common cause of the processing problems for credit cards is a transaction which gets declined.

| T | F |
|---|---|

Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

FURNITURE & FITTINGS SKILL COUNCIL

# 5. Ensure Health and Safety at Workplace



FFS/N8601

## Key Learning Outcomes

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

1. Discuss the common health and safety standards
2. Identify the potential risks and threats
3. Identify the potential hazards and risks which may be present at furniture and fittings related workplace
4. Comply with the storage and handling of hazardous substances
5. Discuss the common health and safety practices at workplace
6. Identify the different risks associated with the use of electrical equipment

# Unit 5.1 Health and Safety Hazards and Precautions

## Unit Objectives

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

1. Differentiate between risk, hazard and threat
2. Interpret the meaning of occupational hazards
3. Identify the common health and safety hazards
4. Identify the other categories of hazards
5. Use of pictograms and symbols in identifying hazards
6. Discuss the common methods of identifying hazards

## 5.1.1 Difference between risk, hazard and threat

Hazard is defined as a factor, which may cause harm to people and properties alike, like electricity, inflammable products, explosive material, corrosive chemical, using heavy ladders at workplace, etc. Simply put, a Hazard is simply a condition or a set of circumstances that present a potential for harm. Risk is defined as the likeliness or the chance that a hazard can actually cause harm to somebody. For example, smokers of cigarettes run the risk of developing Cancer. The potential or imminent danger that Risks and Hazards expose the concerned premises to, is known as Threat. For example, a person, who has the potential of blowing up a building, is a threat to that building and its inhabitants.

The steps involved in Risk Management are:

1. Identifying hazards
2. Assessing risks
3. Controlling and mitigating risks

## 5.1.2 Understanding occupational hazards

Any job role and any occupation in this world has some hazards, in varying severity, associated with it. These are called Occupational Hazards. Occupational Hazard can be defined as "a risk accepted as a consequence of a particular occupation".

Occupational Hazards are caused by the following:

**A. Hazardous Working Ambience**

- Unsafe and unguarded machinery and tools
- Hazardous and unmonitored processes
- Inappropriate and inadequate ventilation
- Inappropriate and inadequate illumination
- Inappropriate and unsafe dress

**B. Hazardous Behaviour and Acts**

- Using unsafe and unguarded machinery and tools
- Neglecting safety guidelines while working
- Ignoring the instruction manual or directions for use
- Unsafe lifting, loading, staging, assembling and installing
- Not adopting the prescribed ergonomic postures
- Handling Personal Protective Equipment (PPE) and Safety Devices dysfunctional

## 5.1.3 Common health and safety hazards

On the basis of effects on individuals, Occupational Hazards can be broadly categorized into health and safety hazards.

Examples of health hazards are:

- Carcinogenic factors
- Corrosive
- Toxic
- Irritant
- Factors that may lead to chronic and adverse effects on one's health

Examples of safety hazards are:

- Spills on floors
- Tripping hazards like loose cords and cluttered workplace
- Working from high or raised areas like ladders, cranes, scaffolds, rooftops etc.
- Unsafe and unguarded machinery and their moving parts
- Electrical hazards like live wires, lack of earthing, loose cables, frayed cords, wet and poorly insulated devices, etc.
- Inadequate space

**Health Hazard**

↓

**Results in illness physical harm**

↓

**Lead to measurable changes in the exposed individual, which are understood by signs and symptoms**

**Safety Hazard**

↓

**Results in physical harm or injuries**

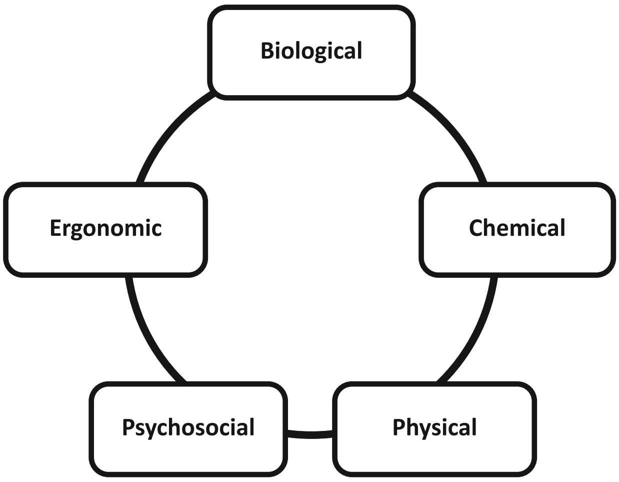
↓

**Affect the safety or individuals, usually having an injury or immediate fatality as the result of an incident**

*Fig. 5.1.3.1: Differences between Health & Safety Hazards*

## 5.1.4 Other categories of hazards

Apart from the ones mentioned above, Hazards can also be categorized on the basis of the Source of Energy. The types of hazards, according to the Source of Energy, are:




*5.1.4.1: Various types of hazards*

**1. Biological -** These hazards are associated with working with animals, plants and their products, as well as contagious or infectious materials. Examples are:

- Body fluids like blood, saliva, sweat, and semen
- Bacteria, fungi and viruses
- Insect bites
- Human and animal waste

**2. Chemical -** These hazards occur, if, the inherent properties of materials pose harm to animal life, property or the environment as a whole. Severity of chemical hazards depends on the dosage and amount of the harmful components in a given chemical. Typical examples are:

- Chemicals in unlabeled container
- Various types of cleaning products, chemical agents, solvents, solutions, paints, acids, etc.
- Vapours and fumes resulting from welding and gas cutting operations, as well as from strong solvents and solutions
- Harmful gases like CFCs, Acetylene, Carbon Monoxide, Sulphur Monoxide, Propane, Helium
- Insecticides and pesticides

**3. Ergonomic -** These hazards occur, when the nature of work, body postures and working conditions exert strain on one's body. Common examples are:

- Inappropriately set up workstations and seats
- Frequent lifting by inappropriate techniques
- Repetitive and exhaustive movement
- Exertion of excessive force
- Excessive mechanical vibration

**4. Physical -** These hazards result from natural disasters, like earthquakes, floods, storms, etc., which cause massive loss of life and property. The hazardous factors are generally:

- Radiation
- Noise
- Dust and Debris
- Extreme temperatures (extremely high or low)

**5. Psychosocial -** These hazards mainly result from stress in one's social and professional life. These include:

- Excessive workload
- Violence at workplace
- Sexual Harassment
- Lack of respect at workplace
- Lack of flexibility at workplace
- Poor work relations
- Grapevine gossips

## 5.1.5 Common methods of identifying hazards

In order to take adequate precautionary measures against hazards, one needs to identify the hazards commonly found in the workplace. The common methods of hazard identification are:

**Job Hazard Analysis (JHA):** This is a popular technique to identify the perils associated with specific tasks in a job role, in order to lessen the risk of injuries to employees. The steps involved in successfully conducting JHA are:

**A. Divide the entire job role into small tasks or steps**

Let us understand the concept with the help of an example, where JHA is being conducted on Carpentry work.

| Steps | Hazards Associated | Recommendations |
|---|---|---|
| 1. Loading job with tools and equipment | | |
| 2. Framing and sheathing | | |
| 3. Preparing and painting | | |

**B. Spot out the hazards associated with each step by asking questions like:**

- What can go wrong with this task?
- What would be the consequences if the task went wrong?
- How could the task go wrong?
- What are the other contributing factors?
- What are the chances that this hazard will take place?

| Steps | Hazards Associated | Recommendations |
|---|---|---|
| 1. Loading job with tools and equipment | Injury from lifting, carrying, possible trip and fall | |
| 2. Framing and sheathing | • Injury from lifting, carrying, possible trip and fall<br>• Injury from power tools<br>• Injury from sharp objects, metal studs, wood splinters<br>• Lungs getting affected by dust and debris | |
| 3. Preparing and painting | • Eye and skin injury<br>• Accidentally touching the wet paint<br>• Paint fumes affecting the lungs | |

**C. Review and discuss the scope of the hazards with the employees, who would actually do the tasks on hand**

**D. Find out strategies and ways to mitigate or avoid the hazards**

| Steps | Hazards Associated | Recommendations |
|---|---|---|
| 1. Loading job with tools and equipment | Injury from lifting, carrying, possible trip and fall | Abide by the recommended lifting guidelines |
| 2. Framing and Sheathing | • Injury from lifting, carrying, possible trip and fall<br>• Injury from power tools<br>• Injury from sharp objects, metal studs, wood splinters<br>• Lungs getting affected by dust and debris | • Abide by the recommended lifting guidelines<br>• Follow instruction manual for individual power tools, use GFCI (Ground Fault Circuit Interrupter)<br>• Use appropriate PPE |
| 3. Preparing and painting | • Eye and skin injury<br>• Accidentally touching the wet paint<br>• Paint fumes affecting the lungs | • Use appropriate PPE, including safety glasses, aprons and gloves<br>• Use "Wet Paint" sign |

**E. Review and revise JHA periodically:** JHA can be periodically reviewed and revised (if needed) by:

1. **Hazard and Operability (HAZOP) Study:** This technique involves a structured and systematic examination of an existing method / procedure, thus, in turn, identifying and assessing the associated hazards. These hazards can be easily identified in the form of Deviations in the process parameters (physical conditions and elements like flow, pressure, temperature, humidity, etc. The severity of Deviation can be illustrated with the help of specific and predetermined GuideWords. A Deviation is a manner in which the process conditions stray away from the expected values.

**Guide Word + Process Condition / Parameter = Deviation.**

**For example, No + Signal = No Signal**

**The steps involved in conducting HAZOP are:**

- Segregating the entire system or process into sections or components
- Select a study node or point
- Define the expected outcome or consequence
- Choose a process parameter, based on the expected consequence
- Implement a suitable guide word
- Determine the cause behind the deviation
- Start with the cause that may lead to the worst possible consequence
- Assess the deviations thus detected
- Devise and prescribe action
- Record and document information
- Repeat the process from B

**Common examples of process conditions / parameters are:**

- Temperature
- Pressure
- Flow
- pH value
- Viscosity
- Time
- Addition
- Reduction
- Separation
- Signal
- Mixing
- Communication
- Sequence
- Control

- **Common examples of Guide Words and their meanings are:**

| Guide Word | Meaning | Example |
|---|---|---|
| No (Not, None) | None of the desired consequence is achieved | No flow of gas through the gas cutting nozzle due to accumulated dirt |
| More (Higher than, More of) | Quantitative increase in a certain process parameter | More heat generated and higher temperature achieved than expected, during sawing operations |
| Less (Lesser than, Less of) | Quantitative reduction in a certain process parameter | Lower pressure than expected |
| As well as (In addition to) | All the design intentions are achieved and an additional activity takes place | All valves closed at the same time |
| Reverse | The logical opposite of the design intention takes place | The Power Drill continues drilling even after shutting down the power supply |
| Other Than | An unexpected activity takes place | Presence of liquid fuel in Gas Cylinder |

## Notes

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

_______________________________________________

# Unit 5.2 Potential Risks and Threats

## Unit Objectives

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

1. Discuss the risk management process
2. Evaluate the importance of risk assessment matrix
3. Devise risk control strategies

## 5.2.1 The risk management process

Hazards indicate the presence and severity of potential risks and threats. Risk Management can be defined as the estimation and evaluation of risks, followed by the formulation of strategies to mitigate or avoid their adverse effects on a system.

The steps involved in the Risk Management process are:

**Step 1.** Identify and define the risk

**Step 2.** Analyze the risk in terms of likelihood and consequence

**Step 3.** Assess and rank the risk in terms of severity

**Step 4.** Treat the risk via Risk Response Planning

**Step 5.** Monitor, track and review the risk

## 5.2.2 Importance of risk assessment matrix

It is a good industrial practice to assess the severity and likeliness of risks, before undertaking a particular project or assignment. This can be successfully understood from a Risk Assessment Matrix or Risk Matrix. Risks can be assessed from the below parameters:

**Severity:** Negligible, Marginal, Critical and Catastrophic

**Likeliness:** Rare, Unlikely, Possible, Likely and Certain

| | Negligible | Marginal | Critical | Catastrophic |
|---|---|---|---|---|
| **Certain** | High | High | Extreme | Extreme |
| **Likely** | Moderate | High | High | Extreme |
| **Possible** | Low | Moderate | High | Extreme |
| **Unlikely** | Low | Low | Moderate | Extreme |
| **Rare** | Low | Low | Moderate | High |

| | Negligible | Marginal | Critical | Catastrophic |
|---|---|---|---|---|
| **Certain** | Stubbing Toe | | | |
| **Likely** | | Fall | | |
| **Possible** | | | Car Accident | |
| **Unlikely** | | | Plane Crash | |
| **Rare** | | | | Tsunami / Earth-quake (Richter scale of 8 and above) |

## 5.2.3 Risk control strategies

Once the hazards are identified and the severity of the associated risks assessed, the risks must be controlled and mitigated using appropriate strategies and programs. The various popular Risk Control Strategies are:

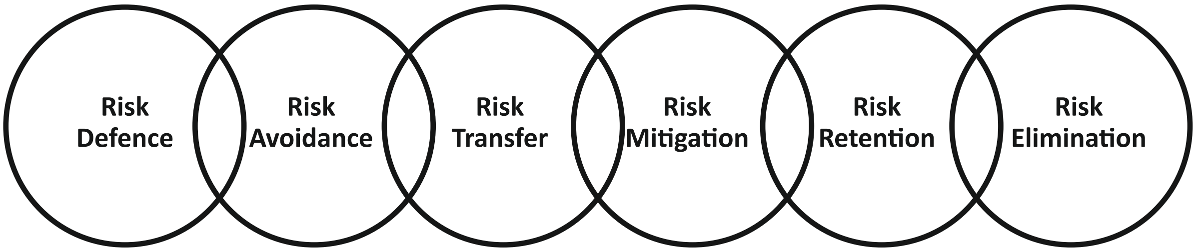



*Fig. 5.2.3.1: Various Risk Control Strategies*

- **Risk Defence -** This involves implementing safeguards and protection methods to eradicate or lessen uncontrolled risk. Ex - Using Personal Protective Equipment (PPE) while encountering hazardous operations.
- **Risk Avoidance -** This involves averting a particular risk by discontinuing a given operation or process and replacing it with a safer option. Ex - An explosive chemical can be replaced with a non-explosive or less explosive one.
- **Risk Transfer -** This strategy involves transferring risks to other related areas in order to distribute the chances of loss equally or proportionately, so that one particular area does not get affected. Ex - In Financial Management for an organization, its funds are invested into multiple projects involving varying degrees of risks, so that the losses (if any) incurred with one investment option can be offset with the profits earned from the remaining. This is called "Risk Distribution or Transfer". Purchasing an Insurance policy against a probable accident is also another good example.
- **Risk Mitigation -** This strategy calls for reducing the impact of risks in a given operation or process, in case the vulnerable areas of the process get affected.
- **Risk Retention -** Under this strategy, the risk associated with a given process is accepted and retained in the organization. The organization takes appropriate measures, in advance, to compensate for and finance the loss associated with the risk. This strategy typically involves two aspects - Risk Retention with prior knowledge and Risk Retention without prior knowledge. Ex - In Accounting, an organization keeps provision for Loss and Bad Debts (amounts, which cannot be retrieved form debtors). This is similar to buying an insurance against a probable Accident.
- **Risk Elimination -** This strategy can be implemented by adopting suitable measures to curb the severity of a given risk. This can be accomplished by fixing a vulnerability or weakness in the organization, that exposes the organization and its operations to the risk. Compensatory control systems are set up to either mitigate the probability of the weakness, at its very root, or lessening the severity of its impact.

## Notes

# Unit 5.3 Potential Hazards and Risks which may be Present at Furniture and Fittings Related Workplace

## Unit Objectives

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

1. Identify the potential hazards and risks associated with furniture & fittings related workplace
2. Discuss how to get acquainted with common hazardous substances
3. Apply safety measures while handling glass, heavy wood, materials, chemicals etc.

## 5.3.1 Potential Hazards and Risks Associated with Furniture & Fittings Related Workplace

A sales executive is exposed to multiple Occupational Health Hazards. Potential hazards and risks are the ones, which are likely to occur, but have not occurred yet. The knowledge on the same is essential so that the trainees stay aware and alert while working hands on live assignments. These are:

- Injury (of varying severity) hazards and risks from the use of different equipment, machinery and tools
- Ergonomic injuries, fatigue and muscle stress arising from working in long shifts, in awkward and inconvenient positions, exposure to repetitive tasks and lifting as per inappropriate methods
- Biologically and chemically toxic hazards like prolonged exposure to toxic pathogens (harmful microorganisms like bacteria, fungi and moulds, viruses and their vectors and carriers) , corrosive, harmful and radioactive chemicals
- Exposure to extreme temperatures and the resulting risks like Heat Stroke and Hypothermia (the condition of having fatally low body temperature)
- Prolonged or repetitive exposure to carcinogenic (causing cancer) materials like radioactive materials, radiations and waste like wood dust and formaldehyde in pressed wood
- Exposure to toxic fumes from chemical solvents and hydrocarbons
- Exposure to highly combustible materials like wood debris, straw and hay, gas cylinders, etc.
- Exposure of the eye to sharps, debris and flying splinters
- Exposure to climbing heights (trolleys, ladders, scaffolding and cranes) and the resultant risk of falling from them

## 5.3.2 Common Hazardous Substances that Cabinet Makers of Modular Furniture Encounter

1. **Common Toxins:** A Toxin can be commonly defined as a poison of plant, animal or chemical origin, that varies in severity and causes damage to plant, animal and human life.

The various types of toxins are:

**a. Chemical Toxins:** These include both inorganic and organic substances like:

- Mercury
- Lead

- Hydrofluoric Acid
- Cyanides like Hydrocyanic Acid and Potassium cyanide
- Chlorofluorocarbons (CFCs) present in Cooling Fluids, Refrigerants, Aerosol Sprays, Solvents, Pesticides, Propellants, etc.
- Carbon Monoxide
- Benzene
- Methane and Methyl Alcohol
- Paints
- Miscellaneous chemical solvents like Formaldehyde

Chemical Toxins chemically react or interfere with the various physiological processes in the body.

**b) Physical Toxins:** These include substances, which, owing to their physical nature, adversely affect the various biological processes of the body. Common examples are:

- Coal Dust
- Finely divided Silicon dioxide
- Asbestos fibres
- Miscellaneous Air Pollutants

**c) Asphyxiating Gases:** These are generally heavier than Oxygen and replace Oxygen in breathable air, thus suffocating the exposed victims to paralysis and even death)like Hydrogen, Helium, Argon, Nitrogen, Carbon dioxide, Butane, Propane, Sulphur dioxide, etc.

**d) Biological Toxins:** These include harmful microorganisms, commonly known as "Pathogens", like Viruses, Bacteria, Fungi, Parasites (like Pests, Hookworm, Tapeworm, etc.), pathogen-carrying vectors (like Mosquitoes, Flies, Beetles and Rats), poisonous animals (like Snakes, Spiders, Jellyfish, Scorpions, certain species of frogs, fish, etc.), poisonous plants(like Cassava, Opium, Datura, Hemlock, Poison Ivy, etc.)

Common effects of toxins on human beings are:

- Nausea
- Diarrhoea
- Perspiration
- Abdominal pain
- Thrombosis
- Seizure
- Muscle spasms
- Confusion
- Loss of vision
- Suffocation
- Panic
- Necrosis
- Paralysis
- Abnormal skin colour like black, blue, green and yellow

**2. Carcinogens:** Carcinogens are substances, which initiate and promote the disease Carcinoma, commonly known as Cancer. Cancer occurs due to the ability of carcinogens to damage, change or mutate the genetic composition of the body, or, due to the disruption of the cellular metabolic processes in the body. These include radioactive substances like Uranium, Plutonium, Gamma radiation, X-rays, Ultraviolet radiation, Radium, etc.

The effects and sources of common carcinogens, which sales executives of modular furniture are exposed to, are evident from the below table:

| Carcinogen | Affected Body Part | Common Sources |
|---|---|---|
| Passive Smoking | Lungs, Mouth | Smoke from cigarettes and cigars, exhaled by smokers |
| Asbestos | Lungs, Gastrointestinal tract | Construction materials, roofs, floor tiles, Fire-resistant cloths and textiles |
| Arsenic and its compounds | Lungs, Skin | Arsenic Alloys, few medicines, Contaminated Water, Electronic and Semiconductor devices, Insecticides, Fungicides, Smelting by-products |
| Benzene | Blood, Lymph nodes, Groins | Aromatic solvents, Fumigants, Paints, Rubber, Dry Cleaning agents, Adhesives, Soaps and Detergents, Printing Ink |
| Cadmium and its compounds | Prostate | Cadmium batteries or cells, Metal-based paint and coating, Yellow paint, Soldered surfaces or pieces |
| Cigarette Tar | Lungs, Mouth, Gastrointestinal tract | Different forms of tobacco consumed or inhaled by man |
| Chromium (hexavalent) compounds | Lungs | Paints and pigments |
| Exhaust Fumes | Lungs, Gastrointestinal tract, Colon, Bladder | Exhaust fumes / smokes from automobiles |
| Nickel and its compounds | Lungs | Nickel batteries or cells, Nickel plating and alloys, Paint, Ceramic materials, Stainless Steel welding by-product |
| Radium (224, 226, 238), Plutonium (239) | Bone, Liver | Self-luminous paints |

*Table 3.3.2.1: Carcinogens, their effects and sources*

3. **Combustible Materials:** A material is said to be combustible if it catches fire and burns easily. Combustible substances are also called Inflammable substances.

Combustible materials can be broadly categorized into the following:

- **Flammable solids:** Examples are desensitized explosives, thermally unstable and self-reactive materials like Peroxides, Sodium (solid, metallic form), etc.
- **Flammable liquids:** Examples are alcohols, fuel oils, acetone, solvents, paints and wood thinners
- **Flammable gases:** Examples are Hydrogen, Butane, Methane and Acetylene, LPG, etc.

4. **Sharps:** These include objects or devices that can puncture the skin. Common examples of sharps are:

- Hypodermic syringes and attached lancets / needles
- Scalpels, razors and blades
- Glass, wood, metal or fibre splinters

Sharps are considered biological hazards and toxins since they are often infected from prior human or animal contact.

## Notes

# Unit 5.4 Storage and Handling of Hazardous Substances

## Unit Objectives

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

1. Comply with recommended material handling procedure to control damage and personal injury

Follow recommended material handling procedure to control damage and personal injury

In order to ensure appropriate safety practices at the workplace, one must understand the importance of following recommended material handling procedure to control damage and personal injury. The essentials of the same have been discussed below:

**A. Biological**

- Infectious and potentially infectious materials must be inactivated by bleaching or Autoclave Sterilization during storage and before disposal.
- Infectious waste must be inactivated within 24 hours and marked with "Biohazard" symbol.
- Appropriate PPE must be worn or used while procuring, handling and disposing of infectious materials.
- Non-infectious biological waste do not need inactivation but must be put away separately in biological waste box, lined with red garbage bag
- Non-infectious biological waste include used but uncontaminated laboratory utensils, disposable clothing and gloves
- Sharps waste (including metal lancets, hypodermic needles, scalpel blades, medical instruments for cutting and piercing), used and unused, must be placed in red sharp boxes. A sharp box is a hard plastic container used to safely dispose of hypodermic needles, broken pieces of glass, and other sharp items.
- Sharps boxes must be closed, when they get 3/4 full.
- Closed sharp boxes must not be stored for more than 30 days.
- Contaminated sharps must be autoclaved and inactivated before storing for disposal.
- Penetration-resistant gloves must be worn for handling and storing contaminated sharps.

**B. Chemicals**

- One must read all information stated in the Material Safety Data Sheet (MSDS), before handling chemically toxic materials, so that the user is aware of the hazards involved and the necessary precautions
- All storage containers must be appropriately and accurately labelled.
- Any incident of damaged container or illegible label must be reported to the concerned authority.
- One must ensure that incompatible materials (like Acetone and concentrated Nitric Acid, Molten Wax and Water)are stored and used separately.
- To avoid destruction of containers, corrosive chemicals must never be stored in containers made of inappropriate materials.
- Containers of corrosive materials must be closed tightly.
- Appropriate PPE must be worn while handling toxic and corrosive chemicals.
- One must never consume anything while handling toxic chemicals and can do so only after thoroughly cleansing oneself with appropriate soap and solutions.

- Chemicals that produce a lot of fumes must be used carefully, enclosed in a Fume Hood.
- Flammable chemicals like alcohol, benzene, gasoline, Carbon Disulphide, etc. must be handled only after turning off all sources of flame (burners, ovens, heaters, etc.)
- Flammable liquids must be only heated in a flask fitted with a Reflux Condenser; they must never be heated in open containers over open flames.
- While working with acids, one must wear acid resistant chemical gloves and clothing.
- One must keep emergency eye wash solutions handy.
- Dilution of acids must be done very carefully, by gradually stirring the concentrated acid into the water.
- Ethers must not be kept open and exposed to open air, because, this would create peroxides, which are highly unstable and may lead to violent explosions.
- All chemicals must be treated as a potential toxin and hence, one must keep appropriate antidotes nearby.

**C. Radioactive**

- Containers for storing radioactive materials or items contaminated with radioactivity must be labelled with "Nuclear" or "Radioactive Hazard" sign and the Radioactive tape.
- Severely contaminated items must be stored and handled under specially designated Fume Hoods and Radioactive Materials (RAM) Hood.
- Lead is considered the most appropriate material to store and contain radioactive materials.
- One must never pipette radioactive materials by mouth.
- Radioactive waste cans must remain covered at all times and must be placed in enclosed, secluded areas, away from the working premises.
- Radioactive waste cans, if contaminated with substantial external radiation levels, must be provided with additional shielding.
- While handling or storing radioactive materials, the work surface must be covered with Absorbent Paper sheet to capture contamination.
- A separate set of equipment must be dedicated to handling and storing radioactive materials and must be labelled carefully with radioactive tape.
- Radioactive materials must never be left unsecured and unattended, even for a short span of time.
- One must never leave edible items open near radioactive materials.
- One must keep on surveying the skin of the wrists while handling radioactive materials.
- Long gloves and lead-lined protective clothing must be worn.

**D. Flammable and Explosive**

- Appropriate PPE, like disposable gloves (generally lead-lined latex or nitrile gloves) and close-toed shoes must be worn while handling radioactive materials.
- Flammable materials must be contained, stored or transported in vapour-proof, metal or plastic containers and must be equipped with welded seams, spark / flame arrestors, pressure release valves, spring closing lids with spout covers, etc.
- Care must be taken that the flammable material does not react with the container material.
- Containers must be labelled with "Flammable" sign.
- The labeling comprises the following information:
  - Name of the flammable material
  - Disclaimer that the contents are flammable

- Precautions to be taken, like the fact that the container should be kept away from open flames, spark and other sources of ignition
- Storage and transportation containers for flammable substances must remain closed, when not in use.
- Flammable gas cylinders must be stored in a separate room.
- Cylinders must be fitted with appropriate valves so that they do not run the chances of leakage.
- Parts of the cylinder, like valves, hoses and container, must be checked regularly for damages.
- Compressed gases must never be stored along with or near bulk storage containers for flammable materials.
- Pieces of wood, straw and hay, saw dust, paper, cardboard etc. must be cleared off as soon as they are procured during the Furniture & Fittings operations.
- Adequate care must be adopted to ensure that the entire work area is a non-smoking zone.

## Notes

# Unit 5.5 Common Health and Safety Practices at Workplace

## Unit Objectives

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

1. Identify the common health and safety practices at workplace for sales executive.

**Common workplace health and safety practices for sales executives**

**A. Work safely at all times, complying with health and safety legislation, regulations and other relevant guidelines**

- Ensure that all emergency route maps are on display, in publicly accessible places, on all floors of the workplace
- Ensure that appropriate fire extinguishers are available on all the floors of the workplace
- Ask your supervisor how you may retrieve PPE and how to maintain and store the same
- Stay aware that confined spaces must bear appropriate signs, to restrict claustrophobic people from accessing them
- Learn and abide by company policy and procedures for dealing with security risks in your workplace
- Learn and abide by company policies and procedures for making sure that security will be maintained when you go on your breaks and when you finish work

**B. Ensure that health and safety instructions applicable to the work place are being followed**

- Lighting should be adequate in all areas and replacement bulbs should be kept handy
- Ensure that all manual cutting tools must be honed in advance, because blunt tools can slip and lead to deep cuts
- Ensure that, while using cutting tools, the direction of cutting is always away from your body
- Arrange for frequent Safety Drills and Trainings for employees to promote safety awareness
- Have clear idea of how much authority and responsibility you have to deal with security risks, including your legal rights and duties
- Learn and abide by company policies and procedures for maintaining security while you work

**C. Check the worksite for any possible health and safety hazards**

- Appoint a Safety Supervisor in workshop
- This Safety Supervisor will stay responsible for checking the worksite for potential health and safety hazards
- Have your employer develop a daily checklist for all areas, delegated to appropriate employees

**D. Follow manufacturers' instructions and job specifications relating to safe use of materials specifically chemicals and power equipment**

- Ensure that all Chemical Solutions, used on display shelves or for Housekeeping purposes, must be used only after referring to the relevant MSDS (Material Safety Data Sheets) or Instruction Manuals

- Loosely fitted clothes must be completely avoided because the loose ends may get caught in powered machinery and tools and may be fatal
- Ensure that you read the Instruction Manual thoroughly before handling powered tools and equipment.

**E. Follow electrical safety measures while working with electrically powered tools & equipment**

- Powered tools and equipment must be inspected for any damage, before and after every use.
- The power cord must be checked carefully for any fraying, faults, cracks or loss of insulation.
- Damaged switches must be reported to supervisor and repaired immediately.
- Plugs must be checked for missing or faulty prongs / pins.
-

**F. Ensure safe handling and disposal of waste and debris**

- All walkways should be cleared of clutter and debris, to avoid trips and falls.
- Any spill should be cleared off immediately and 'Wet Floor' or 'Work in Progress' signs should be used in appropriate places.
- Store equipment, Tools and Chemicals should be stored appropriately, abiding by all instructions provided in the Instruction Manual and 'Directions for Use'.

**G. Follow emergency and evacuation procedures in case of accidents, fires, natural calamities**

**For Fire Outbreak:**

The emergency and evacuation procedures are:

- A clear passageway must be present to all escape routes.
- Signage like escape routes should be clearly marked.
- Enough exits and routes must be there for all people to escape
- Emergency doors, that open easily, must be present.
- Emergency lighting (Infrared lights for night and blurred vision) must be present.
- All people at the workplace must be given brief instructions about the positions of the escape routes.
- Brief instructions must also be given regarding the availability and use of fire extinguishers.
- The workplace must have a safe meeting point or assembly area for the staff.
- Nobody should use the Elevator during fire.

**Correctly demonstrate rescue techniques applied during fire hazard:**

**A. Responding to Fire**

- The Fire Alarm System must be initiated and an alert must be raised.
- A safe evacuation path must be identified before dealing with the fire.
- The appropriate class of Fire Extinguisher must be chosen.
- The Pull, Aim, Squeeze, and Sweep technique must be adopted for extinguishing the fire.
- Immediate evacuation must be initiated if the extinguisher is exhausted and the fire still exists.
- Call the workplace security or the local emergency services.
- Summon the fire fighting services at the earliest.
- Stay as far as possible from smoke, because smoke may comprise toxic gases.
- Cover your mouth and nose with a damp cloth to protect yourself. If possible, help your colleagues (those who are with you) to repeat the same.

- Look out for the nearest emergency exit routes and call out for people, who you can take along with you.
- While opening a door, first touch the door with the back side of your palm.
- Keep doors open, after you open them.
- Start moving out of the building and ask your colleagues to do so.
- Always use a staircase and not the elevator.
- Do not rush.
- As you move out of the building, gather people, whoever you come across.
- Always move downstairs and avoid returning to the burning premises, till the fire-fighters arrive.

**B. Initiate Evacuation**

- Stop your work but safely and without spreading panic.
- Gather and carry only the most important items like cell phone.
- Leave the workplace through the nearest door bearing an "Exit" sign.
- Report to the designated assembly area.
- Await instructions from the Safety Committee.
- Incorporate first aid treatment to anyone in need.

**For Natural Calamities / Disasters:**

**A. Earthquake**

- The emergency and evacuation procedures are:
- Quickly shutdown any hazardous operations or processes and render them safe.
- Notify others in the area by raising an alarm if they have not heard it while you are evacuating yourself.
- Exit the room.
- Take jackets or other clothing needed for protection from the weather.
- If possible, close windows and doors as you leave, but do not lock the doors and emergency exit routes.
- Exit the building, walk to the nearest safe exit route. Do not run. Do not use elevators.

**B. Flood and Storms**

- The emergency and evacuation procedures are:
- Stay alert, avoid panicking and monitor the surroundings with eyes and ears open.
- Move to the high grounds and help others move before the flood strikes.
- Accumulate disaster supplies like:
  - Canned, dry, ready-to-eat and packaged food, which do not require refrigeration or cooking
  - Liquid cash
  - Drinking water in clean containers
  - First aid kit
  - Essential clothing
  - Flashlights
  - Adequate batteries
- Instruct people around you not to drive

- Do not walk or swim through flooded water
- Shut off the mains (electricity) at the circuit breakers
- Stay alert for evacuation calls and help people identify alternate routes of getting there

**For Accidents:**

**The emergency and evacuation procedures are:**

- Summon emergency medical help by calling up the Safety Committee officials or the toll-free number.
- Check and examine the site, to gather as much information (location, nature and severity of injuries, casualty if any, hazards present, etc.) as possible, so that the same can be provided to the emergency team, once it arrives.
- One must inform the immediate supervisor about an injury or illness.
- If possible, workers may treat themselves to first aid or ask colleagues to do so.
- One must extend help and assistance to others.

**The general steps involved in carrying out an evacuation are:**

- Stop your work but safely and without spreading panic.
- Gather and carry only the most important items like cell phone.
- Leave the workplace through the nearest door bearing an "Exit" sign.
- Report to the designated Assembly Area.
- Await instructions from the Safety Committee.
- Incorporate first aid treatment to anyone in need.

**Evacuation and emergency procedures for the specially-abled:**

- The Visually Impaired
  - Announce the type of emergency
  - Offer your arm for help
- With Impaired Hearing
  - Turn lights on/off to gain the person's attention, or indicate directions with gestures, or write a note with evacuation directions
- People with prosthetic limbs, crutches, canes, walkers, etc.
  - Evacuate these individuals along a route specially designated as injured persons.
  - Assist and accompany to evacuation site if possible.
  - Use a sturdy chair, or a wheeled one, to move the person to an enclosed stairwell.
  - Notify emergency crew of their location.

| Hazard Report Form | |
|---|---|
| Name: | Date: |
| Location: | |
| Tool/ Equipment: | |
| Description of the hazard: | |
| Suggested corrective action: | |
| Signature: | |
| Supervisor's remarks: | |
| Corrective action taken: | |
| Signature of Supervisor: | Date: |

*Fig 5.5.1: Sample form of reporting hazards*

# Unit 5.6 Different Risks Associated with the Use of Electrical Equipment

## Unit Objectives

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

1. Identify the different risks associated with the use of electrical equipment
2 Demonstrate how to free a person from electrocution

## 5.6.1 Different risks associated with the use of electrical equipment

The risks associated with the use of electrical equipment are extended to both the user and his / her surroundings in the workplace, to people and properties alike. Few of such risks are:

- Fatal Electrocution accidents
- Non-fatal electric shocks leading to serious burn injuries
- Non-fatal yet severe shocks leading to damages caused to the internal tissues and vital organs like the heart and the brain
- Falls from ladders, cranes and scaffolding and resulting mechanical injuries due to electric shocks
- Health issues like muscle spasms, nausea, unconsciousness and palpitations
- Non-fatal yet painful static electric shocks
- Fire outbreaks and explosions caused by the sudden ignition of flammable materials

## 5.6.2 Demonstrate how to free a person from electrocution

**Electrocution,** to put simply, is injury or death caused by electric shock. The following procedure must be adopted while freeing a victim from electrocution:

1. **Approach**
    - The first step is to approach the spot to find out if you run the risk of electrocution as well.
    - Summon help from a colleague, who is trained in treating electrocution victims.
2. **Inspect**
    - Examine the accident scene to ensure if the source of electrocution is still active.
    - Examine if the victim is still in contact with the source of shock.

*Fig 5.6.2.1: Approach the victim and inspect the accident from a safe distance*

3. **Disconnect**
   - Disconnect the main power supply of the area.
   - Avoid any electrical conductors in the surroundings.
   - Touch the victim only if all power sources have been deactivated.

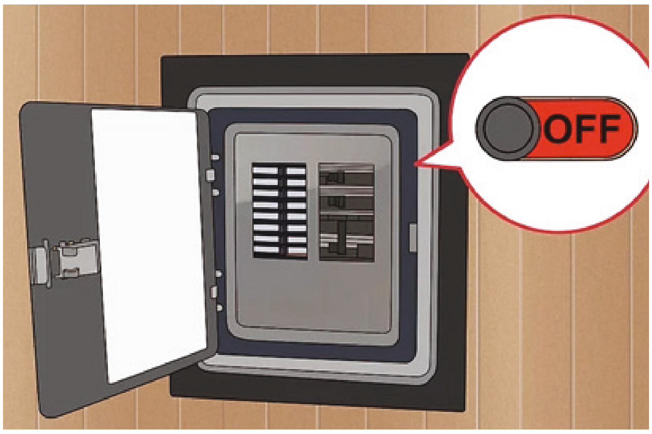



*Fig 5.6.2.2:: Disconnect the source of power*

4. **Insulate**
   - In case it is impossible to deactivate the power supply, the victim must be removed from the vicinity of the live power source.
   - This should be done by wearing appropriate insulating PPE.

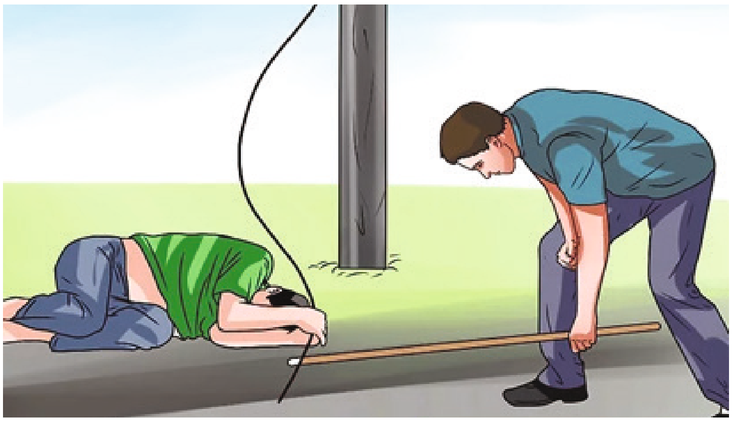


*Fig 5.6.2.3: Use insulators to approach the victim of electrocution*

5. **Rescue**
   - The victim must not be removed in case of neck or spine injury.
   - The area must not be crowded to allow sufficient breathing air.
   - The victim's breathing rate and pulses must be checked.
   - CPR may be incorporated if required.

*Fig 5.6.2.4:: Perform CPR if required*

6. **Recollect**
   - Never touch the victim or the surroundings without disconnecting the main power supply.
   - Wear appropriate insulating gloves and shoes, to protect yourself from electric shocks.

## 5.6.3 Good hygiene practices

Maintaining personal hygiene is very important for you. Your personal hygiene not only affects you, it affects others too. Good hygiene practices inlcude**:**

*Fig 5.6.3.1:Proper Hygiene Practices*

**Oral Hygiene**

- Brush your teeth at least twice a day
- Floss at least once each day, for inter-dental care
- Use a tongue scraper to keep your tongue clean

**Skin Hygiene**
- Shower, bath or wash your body thoroughly with soap and water
- Take bath once or twice a day
- Avoid sharing towels

**Hair Hygiene**
- Wash your hair every day, with soap or shampoo
- Comb your hair
- Oil your hair regularly

**Nail Hygiene**
- Clean your nails by thoroughly removing dirt from them
- Trim your nails often and preferably, keep them short

**Feet Hygiene**
- Wash your feet with warm water and soap
- Scrub the heel of your foot with a pumice stone to prevent it from cracking
- Powder your feet before putting on socks to prevent perspiration and foul smell

**Keep Yourself Fit**

The wise Italians say, "Men sana in corpore sano" (Sound mind in a sound body).

Working with wood involves prolonged standing, climbing, bending, and kneeling. A wood worker often has to stand on ladders. So you have to be physically fit and strong. Keeping the weight in check and ensuring proper exercise will keep you fit and happy.

*Fig 5.6.3.2: Work out daily to stay fit*

## Notes

## Summary

- Hazard is defined as a factor, which may cause harm to people and properties alike.
- Risk is defined as the likeliness or the chance that a hazard can actually cause harm to somebody.
- The potential or imminent danger that Risks and Hazards expose the concerned premises to, is known as Threat.
- Any job role and any occupation in this world has some hazards, in varying severity, associated with it.
- Symbols, labels and pictograms help in cautioning people against hazards.
- Job Hazard Analysis is a popular technique to identify the perils associated with specific tasks in a job role.
- Risk Management can be defined as the estimation and evaluation and mitigation or avoidance of risks.
- PPE are tools and apparatus that protect the user against occupational hazards.
- One must understand the importance of storage and handling of hazardous substances.

## Activity

- The trainer divides the class into few groups. Ask each group to think about and share few points on any one of the following topics:
    - Occupational hazards for sales executives and how to reduce the same
    - How to save an electrocuted victim
    - Common chemical hazards
    - Common electrical hazards
    - Types of toxins
    - Storage and handling of sharps
    - Storage and handling of inflammable materials
    - PPE used while handling biologically hazardous materials
    - Storage and handling of Radioactive materials
    - Treating infected waste
- The trainer shows, from his/her laptop, few ppt slides comprising images of different hazardous substances. The students identify the categories of each substance and prepare a list on how each substance must be stored and handled.

## Exercise

**Fill in the Blanks**

1. Incorrect and irregular disposal of wood dust/wood debris can lead to ____________.
   a) Head injury  b) Eye Injury
   c) Bleeding Gums

**A:** Eye Injury

2. ________________ waste do not need inactivation but must be put away separately in biological waste box lined with red garbage bag.
   a) Non-infectious biological  b) Atomic
   c) Water based

**A:** Non-infectious biological

3. Reporting an accident / incident to an authorized person can be best done with the help of the ____________.
   a) Accident form  b) Supervisor
   c) Hazard reporting form

**A:** Hazard reporting form

4. Personal protective equipment is commonly referred to as _____________.
   a) PPE  b) GPE
   c) APE

**A:** PPE

5. ______________ may be administered in case of ingestion and inhalation of toxic solvents.
   a) Saline Water  b) Activated charcoal
   c) Milk

**A:** Activated charcoal

# 6. Work Effectively with Others



FFS/N8801

## Key Learning Outcomes

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

1. Discuss the importance of working effectively with others to achieve organizations goals
2. Discuss the importance of effective communication and establishing good working relationships With other
3. Prepare and organize work
4. Evaluate the importance of decision making
5. Estimate the importance of problem solving
6. Manage anger and stress
7. Manage time
8. Prepare goals for oneself and the team
9. Interpret technical drawings and blueprints

# Unit 6.1 Work Effectively with Others

## Unit Objectives

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

1. Discuss the importance of working effectively with others to achieve organization's goals
2. Identify the responsibilities and objectives of the role
3. Estimate their own roles and responsibilities
4. Evaluate the importance of having correct understanding of work task and objective
5. Recall how to keep work area clean and tidy and its importance
6. Abide by the applicable quality standards for assigned work task and objective
7. Discuss the principle of furniture and fittings manufacturing and installation
8. Understanding the importance of discipline and ethics for professional success
9. Underline what constitutes disciplined behavior for a working professional
10. Demonstrate responsible and disciplined behaviour at the workplace

## 6.1.1 Importance of working effectively with others to achieve organizations goals

It is a common yet important saying that "United we stand, divided we fall". A sales executive must work effectively with the other members in the team to achieve the common organizational goals and targets.

**A. Best Practices in the Industry**

- Knowing the areas of strength of each team member and assigning roles accordingly
- Discussing but never argue
- Thinking out-of-the-box for imparting creativity amidst chaos
- Accepting and learning from mistakes
- Sharing a common mission and vision for aligning oneself and the team with the organisation's targets
- Staying alert, humble and polite
- Respecting diversity and differences
- Listening attentively and actively
- Staying precise and curt while communicating
- Avoiding backstabbing and gossips
- Apologizing for mistakes committed by oneself
- Avoiding jargons and explaining technical concepts, using real-life examples
- Sharing, exchanging and transferring knowledge
- Abiding by discipline and decorum

**B. Principles of Team Work**

Team work is defined as the "actions of individuals, brought together for a common purpose or goal, which subordinate the needs of the individual to the needs of the group". Each person on the team puts aside his or her individual needs to work towards the larger group objective. The interaction among the members and the work they complete is called teamwork. Team work is extremely important for the sales executive to accomplish his job responsibilities efficiently. The sum of the efforts undertaken by each team member for the achievement of the team's objective is called team work. Every member in a team has to perform and contribute in his best possible way to achieve a common predefined goal. Individual performances do not count in a team and it is the collective performance of the team workers which matters the most.

**C. Benefits of Team Work**

- Promotes creativity and learning
- Combines complementary strengths
- Builds trust
- Teaches conflict resolution skills
- Promotes a wider sense of ownership
- Teaches effective risk management

**D. Components of Team Work**

- Effective communication
- Active listening
- Resolving conflict
- Diversity
- Motivation

**E. Dos and Don'ts of Effective Team Work**

**Dos:**

- Be willing to collaborate
- Keep an open mind towards learning from other team members
- Control your ego
- Step up to be a leader and step down to be a team member when needed

**Don'ts:**

- Don't take things personally
- Don't underestimate a team member
- Don't get involved in gossip and grapevine conversation
- Don't show your back to criticism

**F. Tips to Promote Effective Team Work**

**1. Share information with team wherever and whenever required to enhance quality and productivity at work place**

- o A team must follow a very effective and strong communication cycle.
- o Accurate and undistorted information must be shared with the team, so that all members in the team are perfectly aligned with the task requirements and expectations.
- o Sharing accurate information eliminates communication gaps between the sales executive and the other members in the team.
- o This is also effective in managing emergency situations, since it is very crucial to impart accurate and appropriate instructions while handling such circumstances.

**2. Work together with co-workers in a synchronized manner**

- A sales executive must be an excellent team player, because it is practically impossible to accomplish a project or task without proper synchronization.
- The various stages in a project must be treated discretely and yet, there must exist a seamless link or flow between them, in other words, synchronization.
- The deadline for delivery of the entire project can be met only if each component of the project is delivered on time.
- The outcomes of each stage of a project become the inputs to the next one and the process must continue in a synchronized manner until the final product is obtained.

**3. Show respect to other and their work**

- Appreciation for other team members works as "Positive Reinforcement", i.e. it encourages and rewards them for their performance and contribution towards the project.
- Appreciation for others in the team promotes mutual respect, which is one of the most important aspects in good team work.
- Showing respect to others would imply that one shall earn respect and appreciation in return.
- Thus habit promotes collaboration in a team to boost productivity and improve quality of work.

**4. Respond politely to customer queries and other team members**

- Customer Centricity is one of the most vital personal attributes that a sales executive must have, since a sales executive must interact with innumerable clients in daily life.
- A client may have several doubts and queries, which the sales executive must listen proactively and clarify politely.
- By responding politely to all queries of clients, a sales executive fulfils the following:
  - **Understand customer requirements and time lines and respond as per their needs -** Answering customer's queries helps in understanding the task requirements very clearly. This, in turn, helps in working with less confusion and interruptions and in delivering the task perfectly on time.
  - **Being courteous with customers and ability to handle different types of customers -** Different customers have different types of nature. The nature of customers can range between being very polite to extremely demanding and critical of whatever you do.
  - **Being aware of different customer cultures / faiths and responding appropriately -** Irrespective of the culture, colour, nationality, creed and economic status, a customer is always the King for a sales executive. Respecting diversity implies that Customer Centricity should be practised, irrespective of the customer's background. A sales executive must always remain neutral and truly professional while dealing with customers from diverse backgrounds.
  - **Work and deliver output as per client requirement and satisfaction -** The end result of any project is ultimate client delight. Meeting client's requirements about a project and exceeding the client's value expectations help in retaining a client and earning his / her loyalty.
- This behavioural trait must not only be practiced with one's clients, but also with the other team members as well.

**5. Display courteous behavior at all times**

- A sales executive must always display courtesy to clients, supervisors and colleagues alike.
- This must be practiced to secure long term working relationship with them.

## 6.1.2 Responsibilities and objectives of the role

A sales executive has a standard set of responsibilities and objectives, which sometimes may vary with organizations. Although covered in previous sections of the handbook, let us recapitulate the responsibilities and objectives of the role of a sales executive.

**A. Responsibilities and Objectives**

- Reading and interpreting AutoCAD and general construction blueprints
- Conducting field measurement of a site in preparation for installation
- Completing furniture assembly and installation, according to known specifications and blueprints
- Conducting post installation inspection, according to the manufacturer's guidelines, for expected operability of the furniture
- Providing instructions and site direction to the team members and subordinates for fulfilling client's requirements on time
- Unloading modules, tools and tackles from the vehicle and deliver the product / modules at the site for assembly and installation
- Assembling and installing all types of modular systems, thus actively participating in operations like placement and staging, levelling, touch-up and wipe-down of the products at the client's site
- Conducting and attending pre-installation huddles, as and when required
- Completing repair services on time
- Completing all assembly / installation / service / repair documentation
- Adhering to safety procedures and safety drills and training sessions, as laid down by the employer
- Promoting and adhering to safe work practices and behaviour
- Reporting accidents and anomalies on site to concerned authorities
- Actively spotting out and rectifying unsafe work conditions, which may lead to accidents and injuries
- Adhering to and completing assigned duties by deadline
- Completing the designated duties, and others, as assigned from time to time

**B. Follow organizational policies and procedures**

- A good employee is expected to respect and follow the organizational policies and procedures.
- Such policies involve adherence to standard operating procedures, safety guidelines, instruction manuals, HR policies etc.
- Adherence to and respect for the organizational mission and vision are mandatory to align a person with the organizational goals and targets.
- Following organizational policies and procedures make a person an integrated part of the organization, thus making him / her a family member.

**C. Adhere to time lines and quality standards**

- Deadline, TAT adherence and quality assurance are important aspects of project management.
- While working on a project, one must maintain a borderline between the delivery time and the quality standards required by the client as well as directed by the organization.
- It is important to deliver the project on or before the deadline, but care must be taken that one does not deviate from the client's specifications and quality standards.

**D. Follow work place dress code**

- Dress code helps a person in identifying himself or herself as an inseparable component of the organization.
- Maintaining the dress code helps in strengthening the security of the organization. Dress code mandates that only authorized persons are allowed to access and control the premises.
- Adhering to the organization's dress code is an important part of Work Ethics in the work area.

## 6.1.3 Own roles and responsibilities

Apart from the responsibilities related to the job role, a person working or aspiring to work as a sales executive has to fulfill few roles and responsibilities on a personal front. These are:

- Working as a good **Team Player**, so that one's personal objectives and aspirations align perfectly with those of the team
- Working as a good **Team Leader**, so that one's leadership skills, instructions and timely reviews help in eliminating errors and delivering the tasks on time
- Working as a good **Quality Inspector**, so that one is able to identify defects in the products under process (Work-in-progress), to avoid recall of the final and finished products

## 6.1.4 Importance of having correct understanding of work task and objective

A sales executive must understand the client's requirements thoroughly and have appropriate and correct understanding of the work task, in terms of:

- Objectives of the task / assignment
- Specifications as per the Blueprint and AutoCAD drawings
- Phase-wise feedback on the task provided by the client
- TAT adherence, in terms of phase-wise and final delivery of the finished products
- Working with the sole aim of putting in one's best efforts to abide my all client requirements, thus, in turn, completely satisfying the client and earning appreciations
- Ensuring that there is no communication gap between the sales executive and the client in understanding requirements and specifications , by providing the client with daily or weekly (as prescribed by the organization) updates on the different phases of the assignment

## 6.1.5 How to keep work area clean and tidy and its importance

As discussed earlier, keeping one's work area clean and tidy carries the following benefits:

- Preventing accidents at the work area and the corresponding injuries
- Allowing for easy flow of materials
- Reducing a worker's exposure to Occupational Hazards
- Improving the worker's control on the various tools and equipment
- Improving productivity

Generally speaking, the work area can be kept clean and tidy in the following manner:

**A. Keep work area in a tidy and organized state**

- Control dust and debris
- Clear clutter and spills to avoid slips, trips and falls
- Follow a specific frequency of cleaning operations
- Maintain a written set of guidelines on cleaning and tidying the work area, in the form of SOPs (Standard Operating Procedures)
- Store tools and equipment appropriately, in their designated storage locations
- Store and maintain PPE appropriately
- Effectively move waste materials to designated locations and treat them duly

**B. Keep work area safe**

- Encouraging the practice of looking out for signs like "Wet Floor" or "Cleaning Under Progress".
- Avoiding storage of heavy objects at high and raised areas
- Reporting each incident of spill (oil, grease, chemical, etc.) to the housekeeping staff on time
- Encouraging the practice of reading Directions of Use and MSDS sheet before using any chemical
- Preventing Fire and Electrical Hazards

## 6.1.6 Applicable quality standards for assigned work task and objective

Quality, according to the ISO 8402-1986 standard, can be defined as "the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs".

A sales executive must implement the applicable quality standards for the assigned work task, via a well-known mechanism called Quality Control or QC.

The primary objectives of Quality Control and management are:

- Eliminating gaps between the specifications of the accomplished tasks and the client's requirements, thus ensuring that the worker has fully understood the client's requirements
- Eliminating chances of product recall (return of the delivered product consignment, partially or wholly, to the workshop, by the client )
- Identifying defects in the process of assembly and installation
- Identifying defects in the products (work-in-progress stage)

All quality control and management standards, across industries and across nations, are based on the principles developed by an autonomous body called the International Organization for Standardization, commonly known as the ISO.

The seven Quality Management principles (QMP), directed and standardized by the ISO 9000: 2015 and ISO 9001:2015 are:

**Customer Focus**

- Recognizing the needs of existing and potential customers
- Exceeding customer expectations

**Leadership**

- Setting up mission, vision and goals for the organization and the team

- Empowering team members
- Adhering to all aspects of quality

**Engagement of People**

- Utilizing and appreciating people's abilities and contributions
- Encouraging knowledge sharing, learning and upgradation of skills

**Process Approach**

- Dividing and conquering an assignment / project by breaking it down into small tasks
- Utilizing resources optimally

**Improvement**

- Aiming for continual improvement (KAIZEN)

**Evidence-based Decision Making**

- Taking apt and correct decisions on time, to save time and money
- Supporting decisions with adequate evidence and data

**Relationship Management**

- Efficient Vendor Management to manage costs, allocate resources and create values
- Identifying clienst and vendors as 'Partners' to secure long term relationships

Few ISO standards, related to the Furniture & Fittings industry are:

| | | |
|---|---|---|
| ISO 21015:2007 | Workplace Chairs | Method of testing the stability, strength and durability |
| ISO 24496:2017 | Workplace Chairs | Determination of Dimensions |
| ISO 21016:2007 | Workplace tables and desks | Method of testing the stability, strength and durability |
| ISO 3055:1985 | Kitchen Furniture and Equipment | Coordinating and organizing sizes |
| ISO 5970:1979 | Chairs, tables and desks for educational institutions | Functional Sizes |
| ISO 7171:1988 | Storage Units (commercial and domestic) | Method of testing the stability, strength and durability |

## 6.1.7 Reporting procedure in case of deviations

Like any other job role, in any other industry, a sales executive is required and expected to abide by a specific reporting procedure, in case non-compliance or non-conformity occurs in any of the standard operating procedures. Non-compliance or Non-conformity occurs through **Protocol Violations** and **Protocol Deviations.**

A **Protocol Deviation** is said to have occurred, when there is a minor or moderate divergence from the sanctioned design, blueprint, and processes in the organization. Under such circumstances, one must alert certain personnel, holding designated positions, arranged and organized in the form of a hierarchy, known as the **"Escalation Matrix"**. This Escalation Matrix is segregated into multiple levels and a case of deviation

## 6.1.8 Manufacturing and Installation Principles

The principles of Furniture and furniture and fittings manufacturing and installation comprise the following:

- **Knowledge of:**
  - o The various organizational processes, rules, codes, guidelines and standards and escalation hierarchy and matrix
  - o The statutory responsibilities under organizational legislation and regulations
  - o Information about the organization clients
  - o The various types of designs of the products
  - o The about assembly process / product line
  - o The proper disposal system for waste and by-product
- **Adherence with:**
  - o The relevant safety and security procedures to be followed
  - o The organization procedures and formalities to be completed during work
- **Knowledge of:**
  - o About furniture making terminology, abbreviations, symbols, dimension matrix etc.
  - o These have been explained in details in Chapter 11, under Organizational Context.

## 6.1.9 Importance of discipline and ethics for professional success

The importance of Discipline and Ethics, to achieve professional success can be elaborated with the help of the following elements. These are known as the pillars of workplace discipline and ethics:

**Professionalism**

- Defined as the competence or skill expected of a professional
- Emphasizes on the importance of Grooming, which adds to one's confidence level and enhances personality
- Emphasizes on the importance of Effective Communication Skills and strong Interpersonal Skills, which help the person in carrying out activities in a team

**Respecting others**

- Emphasizes on appreciating and admiring other colleagues for their contribution towards a task
- Emphasizes on the need of complimenting
- This helps in boosting team spirit and improves work culture

**Reliability and Accountability**

- Measure of how responsible a worker is towards his / her job role and assigned tasks
- Dedication and Determination
- Measure of how focused , committed and sincere a worker is towards the job role and responsibilities

**Integrity**

- Having honesty and strong moral principles are very crucial for a worker

**Humility**

- One must be formal, firm, yet cordial, polite and humble while dealing with peers and colleagues

## 6.1.10 What constitutes disciplined behaviour for a working professional

Discipline can be defined as the "the practice of making people obey rules or standards of behaviour, and punishing them when they do not". The below are examples of disciplined behaviour for a worker:

- Working in a team, in a coordinated manner, to achieve common targets and goals
- Maintaining confidentiality while working in confidential projects
- Maintaining confidentiality about one's appraisal and performance ratings
- Promoting the good use of constructive feedback to improve oneself
- Accepting criticism on a positive note
- Respecting diversities at work
- Discouraging and condemning the following:
    - Aggressive and abusive behaviour like screaming or personal insults
    - Harmful gossip
    - Physical, mental and sexual harassment
    - Impossible targets
    - Unrealistic demands and unjust criticism
    - Stalking
    - Bullying

## 6.1.11 Demonstrate responsible and disciplined behaviors at the workplace

Learning about discipline alone does not make one disciplined at the workplace. One must implement what has been learned, by demonstrating responsible and disciplined behavior at the workplace.

Such disciplined behaviour includes the following:

- **Punctuality -** This is the behavioral trait that encourages a person to be always "On Time". Punctuality inculcates the habit of deadline adherence and effective time management, thus completing tasks as per given time and standards. Practising punctuality can be an efficient tool in delighting customers and earning their retention and loyalty.
- **Avoiding Wastage -** A sales executive must stick to the policy of "Zero Wastage". Resources must be properly planned, allocated and utilized to the fullest. Such resources include people, time, raw materials and money. Wastage of time, by loitering unnecessarily, idling and gossiping, etc. must be condemned and prevented.
- **Integrity and Honesty -** An employee with high standards of ethics, honesty and moral values is considered a valuable asset to the organization.

## Notes

# Unit 6.2 Importance of Effective Communication and Establishing Good Working Relationships

## Unit Objectives

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

1. Discuss the components of effective communication
2. Define the various components of the communication cycle
3. Identify the types of communication
4. Identify the barriers in communication
5. Assess the importance of active listening
6. Illustrate how to develop core and generic skills

## 6.2.1 Components of effective communication

Effective Communication is a two way information sharing process, which involves one party sending a message that is easily understood by the receiving party. A sales executive, with Effective Communication skills, can work more efficiently and earn appreciation more commonly.

- Oral / Verbal Communication
- Clarity & Concision
- Confidence
- Respect
- Right Medium
- Empathy
- Politeness
- Precision
- Non-verbal Communication
- Active Listening
- Open to Feedback

## 6.2.2 Various components of communication cycle

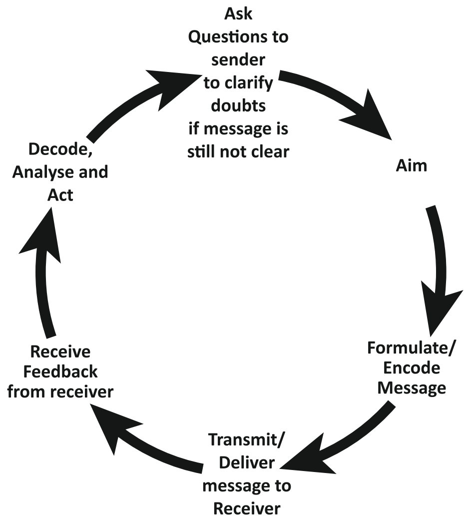



*Fig. 6.2.2.1: The Communication Cycle*

## 6.2.3 Types of communication

**Verbal or Oral Communication**

- Involves the use of language spoken verbally or orally to convey messages

**Written Communication**

- Involves the art of writing to convey messages. This includes letters, emails, reports, etc.

**Non-verbal Communication**

- Involves the use of Body Language and gestures to convey messages

## 6.2.4 Barriers in communication

The following factors hinder Effective Communication and are hence called "Barriers".

- Use of jargon and technical terms
- Lack of attention, interest, distractions, or irrelevance to the receiver
- Differences in perception
- Physical disabilities like hearing ailments or impaired speech
- Cultural & language differences and unfamiliar accents
- Expectations and prejudices leading to false assumptions or stereotyping

## 6.2.5 Importance of active listening

Active Listening is the process by which an individual secures information from another individual or group.

**Display active listening skills while interacting with others at work:**

- The steps involved in effective and active listening are:
- Facing the speaker and maintaining an eye contact
- Attentively listen and comprehend the information given by the speaker
- Staying attentive yet relaxed
- Keeping an open, receiving mind
- Listening to the words and trying to visualize what the speaker is saying
- Never interrupting or imposing your "solutions"
- Waiting for the speaker to pause to ask clarifying questions
- Asking questions only to ensure understanding
- Communicate clearly on the issues being faced and clarify queries
- Trying to empathize with the speaker
- Providing the speaker with constructive feedback

The barriers in active listening are:

- Distractions
- Noise
- Interruptions
- Prejudice and preconceived ideas
- Lack of Interest in the conversation

## 6.2.6 Different type of people that one is required to communicate and coordinate within the organization

A sales executive must communicate and coordinate not only with clients, but with peers and supervisors in the organization as well. The elements of communicating effectively with clients, peers / colleagues and supervisors are:

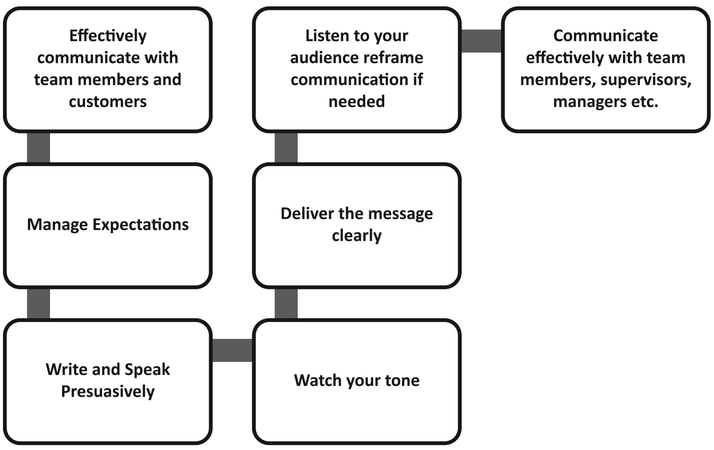



*Fig. 6.2.6.1: Elements of Effective Communication*

**A. Coordinate and cooperate with colleagues to achieve work objectives**

- Listen actively with minimal barriers
- Build trust, but do not get too casual
- Be aware of your tone
- Watch your body language
- Participate and coordinate
- Ask questions to clarify
- Discuss task lists, schedules and activities
- Share best practices with peers

**B. Effectively Communicate with Supervisors**

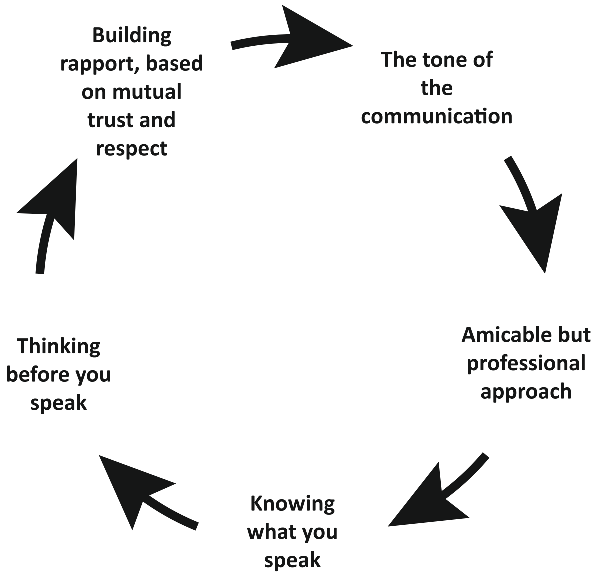



*Fig. 6.2.6.1: Elements of Effective Communication*

Tips to effectively communicate with supervisors:

**A. Seek assistance from supervisor or any such appropriate authority as and when required**

- One's supervisor is supposed to be one's mentor and guide at work.
- Assistance and guidance must be sought from the supervisor whenever needed.
- Ask questions to clarify doubts.

**B. Ask questions and seek clarifications on work tasks whenever required**

- Question must be asked to clarify doubt and to narrow down communication gaps with one's supervisor.
- This must be done to get a clear idea about the responsibilities expected by one's supervisor.
- Having a clear idea about one's tasks helps in fulfilling targets successfully.
- Seek and obtain clarifications on policies and procedures, from the supervisor or other authorized personnel.
- If the sales executive has doubts about the organizational policies and SOPs, they can be clarified by the supervisors or other authorized personnel.

- Address the problems effectively and report if required to immediate supervisor appropriately.
- Identify and report any possible deviations to appropriate authority.
- Receive instructions clearly from superiors and respond effectively on the same.
- Accurately receive information and instructions from the supervisor related to one's work.

**C. Effectively Communicate with Clients**

- Communicate clearly, precisely and politely
- Empower the client by putting adequate value to his / her views
- Recognize the client as a "partner" and not just "customer"
- Know and learn about the client
- Resolve service issues and concerns promptly
- Exceed client's expectations through impeccable deals and service
- Keep in touch and update the client on existing and upcoming deals and offers
- Empathize with the client and apologize, in case of grievance and complaint
- Stay honest in dealing with customer
- Negotiate fairly, politely but firmly

## 6.2.7 Expressing and addressing grievances appropriately and effectively

Grievance, according to the Dictionary, is "a complaint or a strong feeling that one has been treated unfairly".

**A. Follow escalation matrix in case of any grievance**

- Before complaining and expressing grievance, be very clear of the objectives, i.e. why do you require to complain and what do you want to achieve in the long run
- Follow the Escalation Matrix for Internal Grievance Resolution
- At each level of the matrix, write an email to the designated official, according to the guidelines and formats provided.
- Follow up with the concerned official, if the complaint or grievance is not addressed within the standard TAT at that escalation level.
- Document all records of emails and phone calls, till the issue is duly addressed and closed.
- If the concerned official, at a certain level, does not address the grievance within the TAT, "escalate" and carry forward the issue to the next level.
- Repeat the process from 2-6.
- On resolution of the grievance, thank the concerned authority over phone or email, whichever is applicable.

**B. Addressing Worker's Grievance (for the team lead or supervisor; here, the sales executive)**

- Hold a formal yet private meeting with the worker.
- Acknowledge the grievance and empathize.
- Maintain confidentiality of the entire matter.
- Invite witnesses, if deemed absolute necessary.
- Depending on the complexity of the grievance, continue with further investigation.

- Gather information to support your decision.
- Take the final decision.
- Convey your decision to the worker.
- Escalate the matter to the immediately next level, if the worker is not happy with the decision taken.

**C. Addressing Client's Grievance**

- Do not contradict with or prevent the client from talking.
- Listen actively and patiently.
- Apologize (even if you are not wrong) and empathize with the client.
- Listen to the grievance / complaint with an open mind.
- Promise that you will get back to him / her with a permanent solution, at the earliest.
- Keep your promise and respond to the client with a solution within the standard TAT.
- If you are unable to resolve the issue on your own, escalate the same to your next level.
- Follow up with the concerned officials till the grievance is addressed and the issue resolved.
- Inform the client over email or phone that his / her grievance has been taken care of.

## 6.2.8 Importance and need of supporting co-workers facing problems for smooth functioning of work

Team Work is extremely crucial for successfully carrying out an assignment. An important aspect of effective team work is supporting co-workers facing problems, for ensuring smooth functioning of the assignment. Supporting a co-worker is vital because:

- **Confidence:** Going out of one's way to help and support co-workers will have a marked effect on their confidence and give them a sense of pride in their work, but it is likely to improve engagement, productivity and eagerness to maintain high standards at workplace.
- **Improved Communication:** If you are supportive and friendly towards a colleague, he/she will see you as an approachable person, hence marinating smooth communication and increasing productivity.
- **Team Spirit:** A supportive environment undoubtedly leads to a better working atmosphere. It helps in creating a sense of community and team spirit, which works as a reminder that everyone is striving towards one unified goal.
- **Support from a grateful co-worker, in return:** To repay your support and help, the colleagues, who you helped and supported, will help you in your work, as a token of gratitude.

## 6.2.9 Importance and ways of managing interpersonal conflict effectively

Interpersonal Conflict can be defined as a serious quarrel or disagreement between two or more persons. Conflict Management is extremely crucial in maintaining a good work environment and the standard productivity of the organization.

The five stages involved in resolving a conflict are:

- Identifying a safe place and time to talk

- Clarifying individual perceptions involved in the conflict
- Arranging for a discussion with witnesses, if required
- Adopting an active and empathetic listening approach
- Searching for options with the aim of a win-win outcome
- Arriving at a conclusion agreed upon by all parties in the conflict

The common strategies involved in managing Interpersonal Conflict are:
- Collaborating
- Accommodating
- Avoiding
- Competing
- Compromising
- Forcing

## 6.2.10 Core and generic skills

Core and Generic skills, associated with any profession or job role, comprise of Speaking, Listening, Reading and Writing Skills. The 4 essential components of language skills are:
- Reading
- Writing
- Speaking
- Listening

Listening and speaking skills have already been covered under Effective Communication. Let us now discuss the importance of Reading and Writing skills for the profession of sales executive. A sales executive must develop these skills not only in English, but in Hindi or any other local language of the state.

**A. Importance of Reading Skills for sales executive**

The role and responsibilities of a sales executives comprises the following:
- Reading and understanding job specifications
- Reading and understanding the package details as per company procedures
- Reading instructions and interpreting the ones for assembling/installation and for the safe use of machine and tools
- Reading internal information documents sent by internal teams
- Reading all organizational and equipment related health and safety manuals and documents
- Reading and understanding safety related documents
- Reading instructions, provided in Hindi or any other local language, from supervisor, colleague or client
- Reading and understanding manufacturer's instructions
- Interpreting pictorial representations and written signs or instructions
- Reading and interpreting numbers, written in Hindi or any other local language
- Reading and understanding the implication of safety symbols and basic warning signs, wherever applicable

Tips to develop good reading skills:
- Reading a newspaper daily (English or any local language)
- Reading instruction manuals, directions for use, labels, etc. and trying to grasp the meaning
- Asking oneself questions while reading and after reading
- Discussing with a colleague or family member, to ensure if you have understood the right meaning of the material thus read
- Taking notes while reading newspaper and magazines
- Making notes of popular words

**B. Importance of writing skills for sales executive**

The role and responsibilities of a sales executive comprises the following:
- Documenting the information communicated /observations if any related to process and procedures
- Documenting the records related to assembling and installation
- Preparing the reports and information documents to internal departments/ internal teams
- Writing in Hindi or local language
- Filling up logs, forms and formats in local language or Hindi for recording quantity and quality of work figures, defects and other related information, etc. whenever needed

The role and responsibilities of a sales executive, in this context, include:
- Document the information communicated /observations if any related to process and procedures
- Document records related to assembling and installation
- Write reports, information documents to internal departments/ internal teams
- Read and understand the package details as per company procedures
- Read instructions and interpret such as those for assembling/installation and for the safe use of machine and tools
- Read internal information documents sent by internal teams
- Write in Hindi or local language
- Fill formats, logs and forms related to work in local language or Hindi/English
- Document measurement appropriately whenever required
- Read all organizational and equipment related health and safety manuals and documents
- Read and comprehend safety related documents
- Fill logs, forms and formats in local language or Hindi for recording quantity and quality of work figures, defects and other related information, etc. whenever needed
- Document measurement appropriately whenever required
- Read instructions from supervisor provided in local language or Hindi
- Read and understand manufacturer's instructions and job specifications
- Interpret pictorial representations and written signs or instructions
- Read and interpret numbers written in Hindi or local language
- Understand safety symbols and basic warning signs wherever needed

## Notes

# Unit 6.3 Prepare and Organize Work

## Unit Objectives

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

1. Discuss the importance and benefits of preparing, planning and organizing work
2. Discuss the steps involved in preparing, planning and organizing work
3. Discuss the methods adopted to prepare, plan and organize work

## 6.3.1 Importance of preparing, planning and organizing work

One must learn the importance of preparing and planning, in advance, an assignment, so that it can be accomplished in a very organized manner. The importance and benefits of the same are:

- Planning helps in making quick and correct decisions by providing a person with adequate guidelines
- Planning helps in preparing a person for the worst outcomes and unexpected situations, thus helping the person in exercising better control in that situation
- Preparing and planning helps in optimally allocating resources like raw materials, finances, time and manpower.
- Preparing and planning helps in identifying, quantifying and defining goals, so that appropriate methods can be adopted to complete the assignment on time and in an organized manner.

## 6.3.2 Steps involved in preparing, planning and organizing work

The various steps involved in preparing, planning and organizing work are:

- Developing objectives and goals
- Designing methods (tasks) to meet these objectives and goals
- Determining and allocating resources needed to accomplish tasks
- Determining a timeline, over which the entire project / assignment will be carried out
- Evaluating each task, according to its outcomes
- Monitoring and tracking the evaluation process of each task
- Finalizing the plan
- Distributing the plan among all concerned people in the team

## 6.3.3 Methods adopted to prepare, plan and organize work

While assembling and installing different parts of modular furniture

- Plan, organize and prioritize the work order and jobs received
- Ability to organize and conduct installation in optimal manner
- Plan to utilize time and equipment effectively
- Ability to concentrate on task and ability to complete with time limits
- Assist in record keeping and proper documentation

- While ensuring health and safety at workplace
- Plan and organize own work in a way that all activities are completed in time and as per specifications
- Plan work as per job specification
- Plan and organize cleaning and maintenance activities

## Notes

# Unit 6.4 Decision Making

## Unit Objectives

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

1. Discuss the requirements of decision making
2. Identify the steps involved in the decision making process

## 6.4.1 Requirements of decision making

Decisions at workplace must be taken promptly, based on the best available researches and data gathered from relevant field experiences. Such data provide 'Evidence' and help a person in making appropriate decisions.

The requirements of efficient decision making process are:

- One must have adequate yet controlled access to correct and reliable data
- One must follow appropriate processes in analyzing data
- One must take decisions promptly, based on the analysis of collected data (for example, trend analysis)
- While taking decisions, apart from analyzing the researched data, one must rely on practical experiences as well

The role and responsibilities of a sales executive, in this context, include the following:

- Ability to troubleshoot common concerns faced
- Analyze critical points in day to day tasks through experience and observation, and identify control measures to solve the issue
- Find damaged and/or defective products and hardware and perform minor repairs or reject them
- Take decisions of once own roles and responsibilities
- Decide on to accept or reject a work piece on the basis of quality parameter
- Decide on material requirement for related to once work

## 6.4.2 Steps involved in the decision making process

The steps involved in the general decision making process are evident from the below diagram:

1. Identify the goal, i.e . what needs to be decided
2. Gather information from researches and field experiments (evidences)
3. Identify the alternatives
4. Weigh and measure all evidences against each alternative
5. Select the most appropriate alternative (with maximum weightage)
6. Take suitable actions to realize the alternative and take decision
7. Review the decision in terms of the results achieved

## Notes

# Unit 6.5 Problem Solving

## Unit Objectives

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

1. Identify the steps involved in solving a problem, using analytical and critical thinking abilities
2. List the strategies adopted by a sales executive for solving problems at workplace

## 6.5.1 Steps involved in solving a problem

A Problem can be defined as a difficult or unexpected situation, regarded as unwelcome and needing to be dealt with and overcome. In a broader sense, problems can take the form of complex puzzles and riddles.

- Identify the problem
- Understand everyone's interests
- List the possible solutions (options)
- Evaluate the options
- Select an option or options
- Document the plan
- Monitor and evaluate

## 6.5.2 Strategies adopted by a sales executive for solving problems at workplace

**A. Solving problems while assembling and installation of different parts of modular furniture**

- Supporting the supervisor and peers in solving problems, by discussing the possible solutions (Options)
- Quickly identifying the common causes of errors and helping in resolving the same (Troubleshooting)
- Implementing domain knowledge and monitoring the daily tasks through experience and observation, for identifying control measures to solve issues
- Providing the team with suggestions to further streamline the flow of operations at work
- Implementing reasoning skills for identifying and resolving basic problems
- Utilizing the acquired knowledge of the process and applying the information gathered from observation, experience, reasoning, or communication to act efficiently

**B. Solving Problems while ensuring health and safety at workplace**

- Identifying defects in materials, tools and equipment and ways to resolve them on time
- Ensuring timely correction of errors for minimizing rejection of pieces or rework
- Analyzing the situation and taking appropriate actions while dealing with team members
- Analyzing, evaluating and deploying the information gathered from observation, experience, reasoning, or communication to act efficiently

## Notes

# Unit 6.6 Manage Anger and Stress

## Unit Objectives

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

1. Identify the common methods involved in managing anger
2. Identify the effects of stress
3. Identify how can one manage work stress

## 6.6.1 Common methods involved in managing anger

Anger can be defined as a strong feeling of annoyance, displeasure, or hostility. The common reasons for anger are:

- When one is scolded or harshly criticized by one's clients or supervisors
- When one does not get due appreciation at work
- When one does not get what he / she wants
- When someone irritates or provokes without any reason
- When things do not go according to the plan

The methods involved in managing anger are:

- Move yourself away from the situation
- Divert yourself in other activities like exercise, reading, listening to music
- Take a deep breath and think before you speak
- Count from 1 to 10 slowly
- Use humour or jokes to reduce anger
- Exercise, yoga and meditation also help in anger management

## 6.6.2 Effects of stress

Stress can be defined as a state of mental or emotional strain or tension resulting from adverse or demanding circumstances. Stress Management must be learned and practised at all phases of one's work life, especially in fields that involve intensive labour, focus and client interaction.

Effect of Stress on one's mind, body and behaviour are:

**A. Body**

- Lethargy
- Palpitation and increased heart rate
- Headache
- Indigestion
- Insomnia or prolonged sleep

**B. Mind**

- Anxiety
- Nervousness

- Depression
- Constant Tension
- Lack of focus
- Feeling of exhaustion

**C. Behaviour**

- Short temper
- Irritability
- Development of bad habits like smoking and drinking
- Avoidance of friends and family
- Eating more (Stress Eating) or less

## 6.6.3 How can one manage work stress

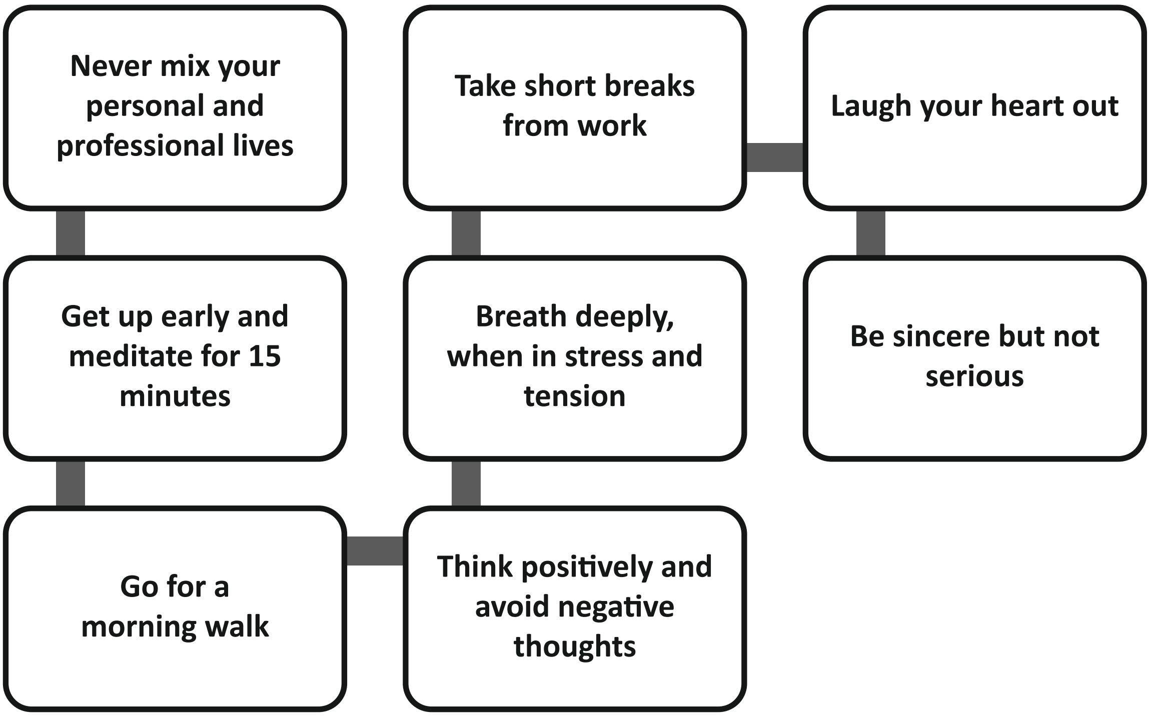



*Fig. 6.6.3.1: Managing work stress*

## Notes

# Unit 6.7 Manage Time

## Unit Objectives

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

1. Explain the importance of managing time

## 6.7.1 Importance of managing time

Time Management is about managing yourself. It is about making a commitment to be more organized, maintain your focus and use your time to your best advantage.

The three most important tools for good time management are:

- Attendance
- Discipline
- Punctuality

Tips to manage one's time effectively:

- Sticking to one's plan
- Maintaining a daily To-Do list
- Allocating one's time wisely
- Adhering to and respecting deadlines
- Avoiding wasting time

## Notes

# Unit 6.8 Set Goals for Oneself and the Team

## Unit Objectives

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

1. Identify the meaning of goal setting
2. Practice the steps involved in setting goals for oneself and the team

## 6.8.1 Meaning of goal setting

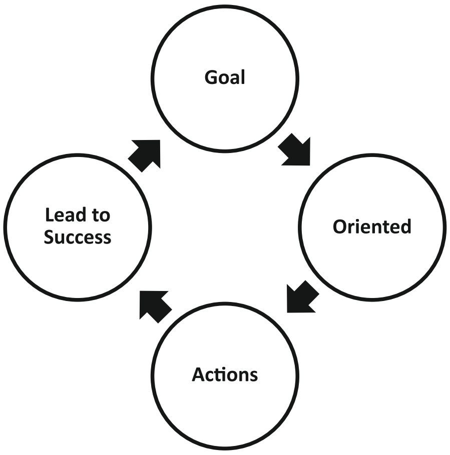



*Fig. 6.8.1.1: Goal Setting*

Goals are targets that are laid down for a person or a team of people to achieve over a predetermined period of time. A goal need not always be something that one plans to achieve on a long term. It is a recommended practice to break one's targets into small goals, which are easier to achieve on a daily basis. If a person meets the daily short targets, it will be easy for him / her to meet the long term targets as well.

## 6.8.2 Steps Involved in setting goals for oneself and the team

The steps involved in setting goals are:

**Step 1: Identify your goals -** Introspect what you want to achieve in life, both on the personal and professional fronts.

**Step 2: Time bound -** Decide on a date by when you want to achieve the goal. Set and meet daily, weekly and monthly goals. This will make it easy in setting and meeting bigger goals.

**Step 3: Plan -** Decide how you will achieve your goal. Make a list of things you have to do to reach your goal.

**Step 4: Work towards your goal -** Planning alone will not help and you also have to put in efforts to achieve your goal.

**Step 5: Measure your progresses -** This will help you check whether you are moving closer to your goal or away from it. If you have drifted away, you will know that you must be back on track towards reaching your goal.

**Step 6: Achieve your goal -** Achieve your goal and feel a sense of achievement.

# Notes

# Unit 6.9 Understanding Technical Drawings and Blueprints

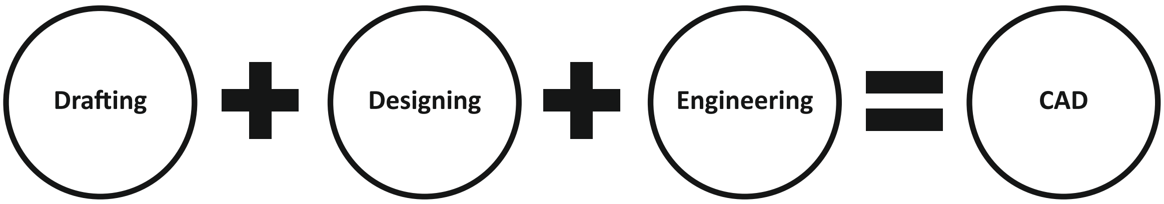
## Unit Objectives

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

1. Discuss basic AutoCAD
2. Practise how to read and interpret 2D / 3D drawings

## 6.9.1 Basic AutoCAD

Computer-aided design, commonly known as CAD, controls the manufacture of parts and accessories, according to specifications given by the client. This software defines the mechanical dimensions, commonly known as "specifications" of furniture accessories, parts or modules. CAD can also be used to enhance the productivity and accuracy of the machines. CAD helps in preparing the blueprint of any modular furniture or module / accessory / part. AutoCAD is one of the most popular software that implements computer-aided design. The latest version of AutoCAD, AutoCAD 23.0, has been released on March 22, 2018.




**Important AutoCAD Commands**

| | |
|---|---|
| QSAVE | saving the current drawing in default format |
| ARC | creating an arc |
| ZOOM | increasing or decreasing the magnification of view in the current viewpoint |
| WBLOCK | writing an object or a block to a new drawing file |
| STRETCH | stretching objects crossed by a selection window or polygon |
| EXPLODE | breaking a compound object into its component objects |
| ERASE | deleting objects from a drawing |
| DIMSTYLE | creating and modifying dimension styles |
| CIRCLE | creating a circle |
| REDRAW | refreshing the display in the current viewpoint |
| FILLET | rounding and filleting (cutting into strips) the edges of objects |

| | |
|---|---|
| VIEW | saving and restoring named views, camera views, layout views and preset views |
| MTEXT | creating a multiline text object |
| GROUP | creating and managing saved sets of objects called "groups" |
| BLOCK | creating a block from selected objects |
| HATCH | filling an enclosed area or selected objects with a hatch pattern, solid fill or gradient fill |
| JOIN | joining similar objects to form a new, single, unbroken object |
| MOVE | moving objects along a specific direction, for a specific distance |
| INSERT | inserting a new block object or drawing into the current drawing / draft |
| OFFSET | creating concentric circles, parallel lines and parallel curves |
| LINE | creating straight line segments |
| PAN | adding a given parameter with grips to a dynamic block definition |

## 6.9.2 Reading and interpreting 2D / 3D drawings

The job of a sales executive is practically impossible without good skills of reading, studying and interpreting work orders, technical drawings and blueprints.

**A. Ability to interpret work specifications and interpret them accurately**

A **Work Order** is a task, job or assignment, which can be assigned to a person for completion. A work order may be issued from the client's end or circulated internally within the organization. Work Orders comprise details and specifications of a certain job per work-piece. It explains the client's expectations about the assignment.

The essential components of Work Orders are:

- Instructions and guidelines
- Cost estimates
- Forms and annexures
- Date and time to execute the work order
- Information about the location and entities to execute the work order
- The person to whom the work order is assigned

**Job Orders** are the work orders circulated internally within the organization. A Job Order is prepared during the initial stages of an assignment / project and is connected with the final Bill of Materials.

The essential components of a Job Order are:

- Quantity of the product to be manufactured, assembled, installed or repaired
- Quantity of the raw material to be used, along with its Price per unit and the number of units required
- The types of labour needed (casual or skilled), rate per hour or per unit and amount required

Machine utilization of each machine involved in carrying out the assignment, the rate and the amount.

B. **Study the drawing(2D/3D) and designs and understand the requirement**

- **The Blueprint and its Parts**
  - The requisite for reading a Blueprint is interpreting 1st and 3rd angle drawings.
  - A blueprint is a 2D (two dimensional) miniature / replica of the actual work piece, prepared by scaling down the actual measurements.
  - A blueprint is a plan, proportionate with the product to be developed.
  - It comprises the required technical specifications as well as the techniques of preparation.

C. **Essential parts of a Blueprint**

- **Elevation View**
  - Vertical display of one side of the project, from north, south, east or west
  - Gives an idea about how the complete structure will look after installation
  - Helps in determining the height dimesions
- **Plan View**
  - Horizontal display of the proposed job looking down from above
  - This view is usually on a horizontal plane 30 inches (75 centimeters) above the floor
  - Helps in determining the length and width dimensions
- **Section View**
  - A cut-through display, showing how an object will be built

D. **Steps in reading a Blueprint**

- **Determine the view**
  - The Elevation view must be studied and understood first. This is a representation of the expected outcome of the project. This view indicates the height dimensions of the work piece.
  - The Plan view comes next, which indicates the length and width dimensions of the work piece.
  - The Section view must be read at the last, to get a clear idea about the sequence of the parts to be built, in order to obtain the final product.
- **Understand the scale and determine the actual dimensions**
  - The measurement scale is always exactly proportionate with the final product.
  - This proportion is usually 1:2 ratio.
  - The Engineering Scale is used, which incorporates a ratio, where one has to follow multiples of 10.
- **Read the Title Block**
  - This indicates the context in which the drawing must be perceived. The title block provides information about the following:
    - General tolerances
    - Projection details for the item and the component to be manufactured
    - Scale used in the drawing
    - Status of the drawing (Preliminary, Approved, etc.)
    - Name of the component or assembly
    - Contact details of the drawing owner
    - Mass
    - Units used in the drawing
    - Sheet number and number of sheets
- **Read the Notes**
  - The notes should lie outside the Title Block.
  - The information provided by the notes are preferred to that provided by the Title Block and hence, the Notes supersede the Title Block information.
  - In case of conflicts, the Notes are considered correct over the Title Block.

- **Read the work order or the bill of materials**
  - The Work Order provides the requisite details of the assignment and the requirements of the final product.
  - The Bill of Materials is a list of the components and the corresponding quantities that make up the general assembly of the item being manufactured.
  - The BOM is usually tabulated on the first page of the Blueprint / Drawing.
- **Understand the differences between the various Lines and interpreting them**
  - **Visible lines** indicate an edge is visible in the relevant view
  - **Hidden lines** indicate the edge is behind a face
  - **Phantom lines** indicate edges of structure that are relevant but not included in the drawing
  - **Phantom lines** could also mean a tangent line (where a curve starts or ends)
  - **Centre lines** indicate the geometric center of the assembly
- **Understand and interpret the projections, sections and details**
  - View the drawing itself, regardless of the dimensions, trying to visualise how and what the assembly looks like in 3D.
  - Use the sections and details as a start point and you will soon realise that the details and sections have been created to highlight important components or features.
  - With the aid of the BOM / Work Order, find out the components in the drawing in order to understand the role each component plays.
  - Find out the notes that have arrows pointing towards the assembly. These information are extremely vital to the assembly and its functionality.
  - Use the dimensions in the drawing to comprehend the size of the component / Assembly / Final product.

- **Understand allowances from the blueprint**
  - Allowance is the minimum clearance (positive allowance), or maximum interference (negative allowance) between parts of an Assembly.
  - While preparing Blueprints and technical drawings, high degree of diligence is implemented to incorporate Allowances, thus ensuring "Zero Wastage".
  - This helps in reducing the Cost of Production per unit and increasing the productivity of the assignment.

- **Understand work instructions and specifications and interpret them accurately**
  - Instructions and specifications provided to the sales executive must not be read casually.
  - Instead, all sections and preferably every word must be read and understood diligently.
  - This helps the sales executive and the other team members to fully understand and interpret the client's requirements and the specifications of the work piece or job.
  - This is an important step in the project / assignment since it eliminates chances of miscommunication.

## Notes

## Summary

- A sales executive must work effectively with the other members in the team to achieve the common organizational goals and targets.
- A sales executive, like any other job role, has a standard set of responsibilities and objectives, which sometimes may vary between organizations.
- Apart from the responsibilities related to the job role, a person working or aspiring to work as a sales executive has to fulfill few roles and responsibilities on a personal front.
- A sales executive must understand the client's requirements thoroughly and have appropriate and correct understanding of the work task.
- A sales executive must implement the applicable quality standards for the assigned work task, via a well-known mechanism called Quality Control.
- A Protocol Deviation is said to have occurred, when there is a minor or moderate divergence from the sanctioned design, blueprint, and processes in the organization.
- Discipline can be defined as the "the practice of making people obey rules or standards of behaviour, and punishing them when they do not".

## Activity

- The trainer asks the students to play a game, where they sit in a circle / semi-circle and start telling a story in a team. The first person speaks the first sentence in the story, the second one speaks the next one and the process continues till the story is over. This game is aimed at teaching the students effective communication and active listening.
- The trainer asks the students to play a game, where they are divided into two teams, A and B. Both the teams are given a sheet of paper each and common stationery items. Each team has to make a "cantilever bridge" with the help of these resources. This activity is aimed at teaching the students Teamwork.
- The trainer holds up a sample technical drawing / blueprint and explains to the class its different parts, blocks, and their uses. He/she explains what project does the sample drawing represent and helps the class understand the drawing, and how it represents the actual item to be constructed/ assembled/installed.

## Exercise

**Fill in the Blanks**

1. Which of the following AutoCAD commands helps in modifying dimension styles?

   a) WBLOCK b) DIMSTYLE

   c) FILLET d) REDRAW

**A:** DIMSTYLE

2. ___________________ communication involves the use of language spoken verbally or orally to convey messages.

   a) Oral b) Physical

   c) Grievance

**A:** Oral

3. _____________, according to the Dictionary, is "a complaint or a strong feeling that one has been treated unfairly".

   a) Grievance b) Conformity

   c) Complaint

**A:** Grievance

4) TAT adherence and quality assurance are important aspects of _________________.

   a) Time management b) Project management

   c) Company management

A: Project management

# Glossary

A

Abattant - A French term used to describe a drop front secretary desk, usually with drawers or cabinet doors below

Acanthus - A carving of the acanthus leaf used to decorate furniture.

Alder - A light brown hardwood from the Birch family.

Aliphatic Resin Glue - Popular yellow woodworking glue.

Antique - An item that is at least 100 years old.

Applique - Term used to describe an applied ornamental piece.

Apron - The board placed below the underside of a chair seat, table top or shelf usually for support; also referred to as the skirt.

Arm Chair - A chair with arm rests attached to each side.

Armoire - A tall wardrobe which originated in France during the 16th century.

Arrow Foot - A cylindrical tapered foot.

Art Deco - A style period from the 1920's and 1930's featuring basic geometric patterns and lines.

Ash - A light colour hardwood used in furniture and cabinet construction.

B

Bachelor's Chest - A small chest of drawers; typically from the 18th century.

Bail - The hanging loops or ring which forms a handle.

Baize - A woollen fabric similar to felt; commonly used on gaming tables.

Backrest - The back of a chair which supports a person's back while seated.

Back Splat - Vertical slat of wood in the centre of the back of a chair.

Baker's Rack - Open, slat back shelving unit with or without a cabinet below used for storing goods in the kitchen.

Ball Foot - A full round turning used as a foot on furniture items.

Ball and Claw Foot - Carved or cast furniture foot of a claw holding a ball.

Barrel Chair - Semi-circular or barrel shaped low back chair.

Barstool - A high stool used at a bar or high counter.

Bas-Relief - A sculpture or carving that projects minimally from the background.

Bentwood - Wood that has been steam bent into curved shapes; commonly seen on rocking chairs.

Bevel - An edge which is cut at a slant to that of a main area such as that of a bevelled mirror.

Biedermeier - A style of furniture commonly produced in Austria or Germany during the early 19th century; features simple marquetry patterns.

Birch - A close grained light colour wood used in furniture and plywood construction.

Bird's Eye - A decorative feature common to Maple features small concentric circles resembling that of a bird's eye.

Blanket Chest - Low storage chest with hinged lid often referred to as a hope chest used during Colonial times.

Block front - A three section chest with the centre section set back from the end sections.

Bombe - An item of furniture such as a commode or chest with a pronounced outward or convex bulge towards the base.

Book matched - A veneering technique where two slices of veneer are glued next to each other so that grain patterns mirror each other.

Bow front - A convex front of a chest or buffet.

Box Joint - An interlocking joint commonly used to construct cabinet drawers

Bracket Foot - Decorative or plain right angled foot shaped like a bracket placed at each corner of the piece.

Brass - An alloy used for furniture handles, knobs, hinges and fasteners; also used to construct headboards and footboards.

Breakfront - A cabinet with the front centre section that protrudes forward or outward from the end sections.

Buffet - A sideboard used in the dining area for serving food or the storage of silverware and dishes.

Bun Foot - A flattened ball foot, which resembles the shape of a bun.

Bureau - A chest of drawers typically used in a bedroom.

Burl - An abnormal growth on trees usually near the base of the trunk or crotch which is usually cut for veneer because of its figured pattern.

Butler's Table - An oval table with four sides hinged upwards that fold out flat when in use.

Butt Joint - A simple but weak joint used to join two boards together at right angles.

C

Cabinet - A cupboard with doors, shelves and or drawers used for storage or display.

Cabriole - Furniture leg which curves outward from where it's attached descending in a reverse curve into an ornamental foot.

Camel Back - The broad curve and rise of the centre section of a sofa back.

Cane Webbing - Pre-woven cane machine made from individual strands of chair cane available in various widths and patterns; held in place using a tapered reed spine pressed into a groove.

Caning - Weaving or interlacing of narrow strips of the skin of the rattan palm to form chair seats, backs or sides.

Captain's Chair - A short backed, rounded arm chair with spindles.

Carnauba Wax - Wax obtained from the leaves of the carnauba palm used in waxes and polishes

Case Goods - Storage pieces typically made of wood such as dressers, bookcases, hutches, chests and desks.

Caster - Small wheel designed to allow furniture to be moved; used on chairs and antique case goods.

Catalyzed Lacquer - A highly durable reactive film finish; a lacquer with an added catalyst to accelerate a chemical reaction during evaporation.

Chaise Lounge - Long chair; sofa with one or two arm in the shape of an elongated chair for reclining.

Cherry - Hardwood obtained from the cherry tree used in furniture construction.

Chest on Chest - Tall chest consisting of two stacked chest of drawers with the upper chest being narrower than the base chest.

Cheval Mirror - Freestanding full length mirror supported by uprights on each side allowing the mirror to pivot.

Chiffonier - Tall, narrow chest of drawers commonly used to store lingerie.

China Cabinet - Display cabinet placed upon a buffet used to display or store dishes.

Chintz - Brightly coloured and polished fabric.

Chippendale - Ornate, carved style of furniture from the 18th century.

Claw Foot - Carved furniture foot resembling an animal's claw.

Club Chair - Low back upholstered chair with arms.

Coffee Table - Long, low table placed in front of seating.

Coil Spring - A conical coiled spring used in rows for seating support.

Commode - Low chest of drawers or cupboard; originally referred to a nightstand that concealed a chamber pot.

Console Table - Small or narrow table designed to be placed against or fixed to a wall.

Contemporary - Modern look or style of furniture.

Corner Blocks - Small blocks of wood glued in place to reinforce or strengthen adjoining pieces of wood.

Corner Cabinet - Triangular shaped cabinet designed for use in a corner.

Couch - Modern adaptation of a daybed; provides seating for more than one individual.

Credenza - Sideboard or buffet with doors used for storage; commonly found in an office behind a desk.

Cross Banding - Veneer applied to the edge of table tops or drawer fronts at a right angle to the face veneer.

Curio Cabinet - Tall, slender, sometimes lighted cabinet with glass doors and panels used to display collectibles.

D

Dacron - Common trade name for polyester fibre; used as a wrap on seat cushions.

Damask - A reversible fabric with design.

Davenport - Compact writing desk features a sloped top above drawers.

Daybed - Seating unit that can double as a bed.

Deck - The foundation of a chair or sofa where the loose cushions are placed.

Density - Reference to the weight of foam used for seat and back cushions; either low density or high density.

Dentil Molding - Decorative molding utilizing evenly spaced blocks.

Dining Chair - Chair used at a dining table; available with or without arms.

Dining Table - A table, where meals are served and eaten.

Distressing - A finishing technique to make the wood appear aged or old by adding rub marks, small holes and indentations.

Dovetail Joint - Common interlocking joint noted for it's resistance to pulling apart; typically used on drawer sides.

Dowel - Round wooden pin; usually spiral fluted or reeded, used to join pieces of wood together and strengthen the joint.

Drawer - An open top box or compartment for storage that slides in and out in a cabinet.

Dresser - A chest with drawers for the storage of clothing.

Drop Leaf - A table having hinged extension leaves, supported by a bracket when in use and hang vertically against the table, when not in use.

Dust Cover - The material or fabric used to cover the bottom of a sofa or chair; also called cambric.

E

Ebonized - Wood stained dark and polished to simulate ebony.

Embossed - A low relief raised design such as an ornamental piece made through pressure rather than carving.

Engineered Wood - Man made sheet goods made from wood chips and glue under pressure; commonly referred to as particle board.

Entertainment Centre - Cabinet or shelving unit used to store a television, video and audio components.

Epoxy - A high strength two part adhesive consisting of a resin and hardener.

Escutcheon - A decorative or plain plate that protects the area around a keyhole.

Etagere - An open shelving unit used for display purposes.

F

Fabric - Cloth produced by weaving natural or synthetic textile fibers together.

Fall Front - A hinged door of a secretary desk that drops down to create a writing surface.

Faux Finish - Decorative finish used to imitate the look of a natural material.

Feather Banding - Narrow bands of veneer inlaid in opposing diagonal directions.

Fiberfil - Polyester filling material or cushion wrap.

Fiddle Back - The back splat of a chair that resembles the shape of a fiddle or violin.

Figuring - The natural grain patterns of woods such as curly maple.

Finger Joint - Used to join short pieces of wood at the ends to make a longer one; provides strength through increased glue surface area.

Finish - The protective coating applied to furniture to protect the substrate; common finishes include paint, lacquer and polyurethane.

Fleur De Lis - A French floral emblem or carving in the shape of an Iris or Lily.

Footrest - The brace or bar at the front of a stool for your feet.

Formica - Registered brand name of plastic laminate material.

Frame - The basic structure of an upholstered chair or sofa; usually made from a hardwood.

Front Rail The front cross piece of wood between the legs of a piece of furniture such as a chair.

Four Poster Bed - A bed with posts at each corner; may vary in height.

G

Gallery Rail - Small or low railing used around a shelf or table top.

Gateleg table - Drop leaf table with leaves supported by legs that swing out from the side like a gate.

Gilding - Decorative effect of applying gold leaf or powder to a surface.

Gimp - A fabric fold used to hide upholstery fasteners or tacks.

Glazing - Finishing step of applying and wiping off stain used to highlight wood grain and features such as carvings.

Glide - Applied to the bottom of furniture legs to protect the floor surface and make the piece easier to move around; commonly made from metal, nylon or felt.

Glue Block - A small block of wood used to reinforce a joint.

Gold Leaf - Thin leaves of gold used in gilding.

Grain - The natural patterns in wood created by the direction of fibers.

H

Hand Rubbed Finish - An oil finish applied to a piece of furniture by hand.

Hardwood - The wood from deciduous trees (trees that lose their leaves during winter).

Harvest Table - A narrow, rectangular drop leaf table

Headboard - The upright structure attached to the head of the bed frame.

Hepplewhite - An 18th century furniture design.

Highboy - A tall or high chest of drawers upon a lowboy (base) raised on long legs; a two part case piece.

Hope Chest - A hinged top chest for the storage of items in anticipation of marriage.

Huntboard - Originally used to serve food and refreshments after a hunt; light or portable sideboard.

Hutch - An upper cabinet consisting of shelves; with or without doors placed upon a chest, desk or buffet.

I

Inlay - Decorative technique of inserting contrasting wood veneers or materials to create a feature or design.

Intarsia - A form of inlay similar to marquetry; decorative inlaid panel or dimensional image.

J

Jacquard - Woven fabric with intricate patterns created on a loom.

Japan Drier - A drying agent or solvent used to speed up the drying time of oil based finishes.

Japanning - A finish imitating oriental lacquer work.

K

Kiln Dried - Lumber dried in a kiln to specified uniform moisture content.

Kneehole Desk - Desk with a recessed central area for a person's knees.

Knock Down Furniture - Unassembled furniture that a consumer assembles after purchase; also known as RTA (Ready to Assemble).

Knot - A hard cross grained piece in a board generally from a branch protrusion; may loosen over time and fall out of the board.

Koa - Acaciakoa; a hardwood endemic to the Hawaiian Islands; commonly used to construct furniture and musical instruments.

L

Lacquer - A synthetic, durable fast drying coating used to finish and protect wood.

Ladderback - A style of chair back with horizontal cross rails resembling a ladder.

Laminate - Composite material used on counter or table tops; provides a heat resistant, wipe clean surface.

Leather - Made from tanning animal hides and used for upholstery.

Linen Press - A cabinet with shelves or shallow drawers behind doors designed to store sheets, tablecloths, napkins, textiles and clothing.

Lingerie Chest - Tall narrow chest designed to store women's undergarments.

Loper - A pullout arm or slide that provides support for a fall front desk or hinged table leaf.

Loveseat - A small version of a couch designed to seat two persons.

Lowboy - A low table or chest with cabriole legs; often used alone or as the base of a Highboy.

M

Maple - Hardwood with a tight grain and blond colour popular in furniture construction.

Marble - A crystalline rock used on various surfaces of furniture such as table tops or desk tops.

Marquetry - Decorative technique of inlaying veneers to create a pattern or picture in furniture.

MDF - Medium Density Fibreboard; engineered wood panel made from wood fibres and adhesive exposed to heat and pressure.

Mission Style - American version of English Arts and Crafts, which emphasizes on simplicity.

Miter Joint - A joint that forms a corner with both pieces usually cut at a 45 degree angle when forming a 90 degree corner.

Modular - Interchangeable upholstered sectional seating units used to create different seating arrangements.

Molding - Decorative strip covering transitions or used for ornamentation.

Morris Chair - An early to mid-19th century version of a reclining chair with an adjustable back.

Mortise and Tenon - Furniture joint utilizing a projection (tenon) on one piece of wood inserted into a cavity (mortise) on another to join the pieces together.

Motion Furniture - Mechanized furniture allowing for the adjustment of seating position such as a recliner or rocker.

Mule Chest - A chest with drawers in the base with cabinet doors above.

N

Nesting Tables - Multiple tables graduating in height allowing one to be stored under another; usually in sets of three.

Night Stand - A low bedside table or small cabinet for use next to a bed.

Nu-kane - A man made cane manufactured from durable wood pulp based material; used in place of natural cane.

O

Occasional Tables - Generally refers to small tables such as an end table, coffee table, console or side table.

Ogee - A double curve or S shaped molding or edge detail.

Ottoman - An upholstered low stool or footrest.

Outdoor Furniture - Furniture designed specifically for outdoor use.

Ovolo - Convex molding referred to a quarter-round molding.

P

Pad Foot - Rounded foot with a thin circular base found on cabriole legs.

Particle Board - Engineered wood product manufactured by bonding small wood particles with an adhesive and pressed into shhets.

Pedestal Desk - A desk with the top supported by two pedestals or small cabinets with drawers.

Pedestal Table - A table featuring a central pedestal or column support instead of legs.

Pembroke Table - A rectangular table with small drop leaves or flaps on each of the longest sides and drawer in front of the short side.

Pie Crust Table Top - A round table with ornamental edging resembling the crimped edge of a pie crust.

Plinth - The squared base or pedestal that supports a cabinet or piece of furniture instead of legs.

Plywood - Manufactured wood made from a series of alternating layers of wood veneer with the grain perpendicular to each other for strength.

Poplar - A soft wood from the Birch family often used as a secondary wood in furniture construction.

Q

Quarter Sawn - Wood cut from a log, which has been quartered lengthwise sometimes exposing distinctive grain patterns such as tiger striped oak.

R

Rattan - The stem of a vine like climbing palm used in the manufacture of wicker and rattan furniture.

Reeding - Carved parallel convex or beaded lines used on bed posts, table and chair legs.

Reproduction - A replica of an original piece.

RTA - (Ready to Assemble) Finished furniture items which require assembly by the consumer.

Rule Joint - A joint used between a table top and drop leaf which leaves no open space between the top and leaf when open.

Runners - Strips of wood on which drawers slide.

Rush Seat - A woven chair seat using twisted stems of marsh grass known as "Rush".

S

Saddle Arm - Chair or sofa arm style which looks like a saddle profile.

Scotch Guard - Trade name for a product to protect fabric from staining.

Seat Rail - Horizontal support directly under the seat connecting the front legs with the back of a chair.

Secretaire - French term for a free standing writing desk with a drop down writing surface with shelves or drawers below; may also have a bookcase above.

Sectional - Modular seating units used in various combinations.

Semainier - A narrow but tall chest of drawers with seven drawers; one for each day of the week.

Serpentine Front - Horizontal compound curve used on the front of case pieces or drawers where there is a centre convex section between two concave sections.

Settee - A long seat or bench with a back and arms at each end to accommodate two or more people.

Shellac - A natural resin refined and dissolved in alcohol and used as a wood finish or sealer.

Sideboard - Used in the dining area for serving food or the storage of silverware and dishes.

Side Chair - A traditional dining chair without arms used at the sides of a dining table.

Slat Back - The back of a chair which utilizes vertical slats for the back rest.

Sleeper Sofa - A sofa with a pull out mechanism converting the sofa into a bed.

Sofa - Also known as a couch; an upholstered long seat with back and arms.

Sofa Table - A slender high table placed against the back of a sofa.

Softwood - Wood or lumber from conifers or evergreen trees such as pine or fir.

Solid Wood - Generally refers to furniture that is constructed using solid wood and does not include the use of engineered wood products.

Spindle Back - A chair back consisting of multiple turnings or spindles stretching between the seat and top rail.

Steam Bent - Wood for furniture components that are bent using steam such as a chair back.

Stretchers - The horizontal braces which connect and reinforce the vertical elements together such as chair or table legs.

Swatch - A sample of upholstery fabric.

Swivel Rocker - A rocking chair that also revolves.

T

Tambour - Flexible sliding doors or pull down front for a roll top desk; constructed from narrow pieces of wood glued to a fabric such as canvas.

Tapestry - Fabric with a woven pattern or decorative pictorial design.

Teak - Tropical hardwood popular for furniture building and outdoor furniture construction.

Tempered Glass - Glass treated with heat during manufacture which breaks into pebble like pieces instead of shards or sliver, so often used for glass table tops.

Tenon - A projection at the end of a piece of wood which fits into a mortise to join the pieces together.

Trestle Table - Table supported by uprights at the ends with a stretcher between them.

Trundle Bed - A low pull out bed on wheels stored below another bed.

Trim - A decorative molding used on case goods.

Tweed - A medium to heavy woollen fabric

Twill - A fabric woven with a diagonal pattern or ribs.

U

Unfinished - Furniture that has not been stained, painted or had a finish applied to it.

Upholstery - The covering including padding, springs, webbing, foam and fabric on furniture.

V

Vacuum Press - Used to apply pressure when veneering or gluing together uneven or odd shaped furniture parts.

Varnish - A solvent based transparent film finish used to coat furniture.

Veneer - A thin slice or slices of decorative or exotic wood glued to an inferior wood to create panels, doors and cabinet sides.

W

Walnut - A medium to dark hardwood used for furniture construction and veneering.

Webbing - Strips of elastic or woven fabric used to provide support for upholstered arms, backs and seats.

Wicker - Term given to furnishings woven from willow, reed and rattan.

Windsor Chair - A wooden chair with a bentwood curved top and spindle back pegged into a solid, shaped seat.

Wing Back - High back upholstered chair with wing like protrusions extending above the arms from the sides near the top of the chair.

X, Y, Z

Zig-Zag Spring - A sinuous or S shaped upholstery spring used in chair, ottoman and sofa seats and backrests.

(Source: http://www.furniturecaretips.com)

Skill India
कौशल भारत-कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

# 7. Maintain Work Area Tools and Machines

FURNITURE & FITTINGS SKILL COUNCIL

Unit 7.1 Follow Safe Working Practices while at Work

Unit 7.2 Organizational Procedures for Safe Handling of Tools and Equipment

Unit 7.3 Respond to an Emergency Situation

Unit 7.4 Organizational Reporting Protocol

Unit 7.5 Various Types of Safety Signs

Unit 7.6 Deal With an Accident Involving Human Life

Unit 7.7 Different Types of Personal Protective Gear

Unit 7.8 Basic First Aid Treatment Relevant to the Condition

Unit 7.9 Preventative and Remedial Actions for Exposure to Toxic Materials

Unit 7.10 Maintain Appropriate Environment to Protect Stock from Pilfering, Theft, Damage and Deterioration

FFS/N8501

## Key Learning Outcomes

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

1. Practice safe working practices while at work
2. Discuss the organizational procedures for safe handling of tools and equipment
3. Identify how to respond to an emergency situation
4. Recognize the organizational reporting protocol
5. Identify the various types of safety signs and what they mean
6. Recall how to deal with an accident which involve human life
7. Recall the different types of personal protective equipment and their use
8. Practice basic first aid treatment relevant to the condition
9. Illustrate how to apply the appropriate preventative and remedial actions to be taken in the case of exposure to toxic materials
10. Discuss how to maintain appropriate environment to protect stock from pilfering, theft, damage and deterioration

# Unit 7.1 Follow Safe Working Practices while at Work

## Unit Objectives

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

1. Demonstrate the methods to follow safe working practices at all times
2. Identify the hazards likely to be encountered when conducting routine maintenance
3. Discuss the maintenance procedures of tools, equipment and consumables as per manufacturer's instructions

## 7.1.1 Follow safe working practices at all times

Sales executives for modular furniture may follow safe working practices by:

- Working safely with all tools, tackles and equipment
- Using PPE appropriately and safely and storing and maintaining them, as instructed by the manufacturer
- Maintaining and storing tools and equipment in excellent working condition, according to organizational requirements and standards
- Checking all tools and the entire work area for possible hazards and risks, before starting with the task
- Conducting regular electrical inspections at the workplace by an experienced and licensed electrician
- Conducting frequent inspection of powered tools and equipment, by licensed electricians, preferably every month
- Replacing defective machinery and accessories with new ones, if deemed absolutely necessary
- Ensuring that the work area is absolutely free of clutter
- Reporting any spills to the housekeeping staff immediately
- Operating machines and equipment only with the safety guards and safety switch techniques in place
- Enforcing adequate and timely lock-out and tag-out mechanisms in powered tools and machinery
- Maintaining good ventilation and lighting conditions in the work area and reporting to concerned authorities if otherwise
- Keeping a fully equipped first aid kit handy
- Abiding by safe ergonomic practices
- Ensuring that the power supply to all powered machinery, equipment and tools is disconnected while conducting troubleshooting, routine maintenance and repair / replacement operations
- Taking short breaks without hampering the schedule and productivity of the system
- Always abiding by safe housekeeping practices

## 7.1.2 Hazards likely to be encountered when conducting routine maintenance

**Preventive or proactive maintenance, commonly identified as routine maintenance, are subjected to few hazards, like:**

- Electrical hazards from powered tools, while one is operating on them for checking and inspection
- Splinters, Dust and Debris during drilling holes or replacement of parts and accessories
- Working at heights, including working form hoisted cranes, trolleys and ladders, which can subject one to the risk of trips, falls and injuries
- Bumping with heavy items, like large loads and heavy machinery and tools
- Working with toxic fluxes and harmful chemicals during cleaning , repair and maintenance operations

## Notes

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

________________________________________________________________________________

# Unit 7.2 Organizational Procedures for Safe Handling of Tools and Equipment

## Unit Objectives

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

1. Comply with the organizational procedures to handle all required tools, machines, materials & equipment safely
2. Identify the methods to make use of the information detailed in specifications and instructions

## 7.2.1 Handle tools and equipment safely

Every organization, where a sales executive would work, has few predefined Standard Operating Procedures (SOPs) for the safe handling of the various tools and equipment. Adherence to these organizational procedures is extremely crucial for ensuring safety of the individual as well as others.

**A. Safe Handling of Power Tools**

- **Before Using**
  - Appropriate measures should be taken to inspect the tool and the power supply. If the tool or any part / accessory is found defective, it must be either replaced immediately or removed from service and tagged appropriately as "Out of Service for Repair".
  - Care should be taken that no defective tool must be used at any point of time.
  - All repair and maintenance work must be accomplished by licensed and experienced persons.
  - Before operating powered tools, the instruction manual must be read thoroughly.
  - The guidelines and recommendations (by manufacturer) must be stringently followed, as per the instruction manual or directions of use.
  - The tools must be grounded adequately with the help of a three-pronged plug (equipped with relevant 3-wired colour coded cord) and double insulation. This helps in preventing electric shocks.
  - All powered tools must be checked with a continuity tester or a Ground Fault Circuit Interrupter (GFCI), for effective grounding.
  - Powered tools must be switched off before connecting them to a power supply.
- **While Using**
  - Issues, like a tool getting heated too soon or appearance of sparks, must be inspected and rectified by a licensed electrician only.
  - All power cords must be kept clear of tools and the path along which the tool will operate.
  - Approved extension cords, with proper specifications, power requirement (for the tool) and dimensions must be used, to prevent overheating and fraying of the cord.
  - Outdoor work must be done with the help of outdoor extension cords labelled with "W-A" or "W".
  - Cords must be suspended over the work area to mitigate trips and falls.

- Octopus connections must be avoided by deploying a power bar or power distribution, comprising multiple receptacle plugs.
- While unplugging the tool from the socket, the plug must be pulled gently and not the cord. Forcibly pulling the cord leads to fraying and subsequent risk of electric shocks.
- The entire work area must be kept dry and away from heat, sharp edges and oil, to avoid damage of insulation.
- Cords, instead of knots, may be looped, using a twist lock plug.
- Ensure to use Insulated tape for connecting wires and avoid using masking tape.

**B. Safe Handling of Hand Tools**

- The user must ensure that he / she is adequately trained in the secure usage of hand tools.
- Appropriate and accurate choice must be made on the right tool for the task.
- The user must deploy the correct techniques of handling and using the hand tools thus selected for the task.
- The user must operate hand tools by keeping the wrist straight.
- Hand tools must be thoroughly inspected before use and must be repaired immediately or replaced, whenever necessary.
- The user must ensure that handles of axes, hammers, saws and chisels must fit tightly into the head of the tool, to avoid accidental injuries.
- One must always pull on pliers or wrench.
- Worn jaws of pliers, pipe tools and wrenches must be replaced immediately.
- All hand tools must be kept in a robust toolbox, in a clean and dry place, away from the work area.
- While using hand tools, one must wear appropriate PPE, according to the types of hazards involved in the task. This includes protective gloves of appropriate material, heavy aprons, safety goggles and face shields.
- When not in use, sharp and cutting tools must be covered with appropriate sheaths to avoid injuries.

**C. Adhere to relevant occupational safety policies while handling sharp tools to make and install furniture and fittings**

**Occupational Safety Policies, while handling sharp tools, can be implemented via the Hierarchy of Control:**

**a. Elimination -** Removing the sharp tool hazard completely from the work area

**b. Substitution -** Replacing the sharp tool hazard with a comparatively less hazardous one

**c. Isolation -** Isolate the sharp tool hazard by controlling general access or guarding it

**d. Engineering Control -** Redesign the sharp tool hazard to mitigate or remove the risk

**e. Administrative Control -** Encouraging safe working practices via policies, SOPs and training

**f. Sharps Management -** This includes the following:

- Classifying the broken bits from sharp tools as "Sharps"
- Disposing of sharps into appropriate Sharp container
- Using appropriate PPE to safeguard oneself while handling sharp tools and broken bits

**D. Perform basic safety checks before operation of all machines, tools and electrical equipment**

A sales executive must perform basic safety checks before operating all equipment as a part of the Standard Operating Procedures. Before starting with the basic safety checks, one must go through the Instruction Manual, Manufacturer's Recommendations and Directions of Use thoroughly. These documents are essential because one can find detailed and stepwise instructions about the maintenance and operating procedures as well as emergency shutdown and tag-out mechanisms in them. In case a machine or tool is marked with a lock or tag, it must not be removed and not used. Machines and tools, that are floor or bench-mounted, must be anchored or firmly clamped to a robust foundation, before maintenance operations. In case a machine does not have safety valves or guards on, one must not operate that for maintenance purpose. Check out for frayed out electric cables or loose live prongs in plugs. Ensure that power supply is off, before one starts maintenance operations.

## 7.2.2 The health and safety implications of not handling tools properly

The implications of improper handling of tools and equipment are:

- Powered tools must never be carried by pulling the power cords.
- Powered tools must never be operated unless one is aware of the technique of use, the hazards and limitations involved.
- A running tool must never be left unattended. One must not leave behind a running powered tool, unless it has been duly switched off and disconnected from the power supply.
- Loose clothing, gloves, long hairdo and jewellery must never be worn while operating powered tools.
- Powered tools must never be exposed to wet conditions, unless they are properly earthed by GFCI.
- One must avoid tying the power cords into knots because knots may lead to short circuits and electric shocks.
- A 3-pronged plug, with the 3rd prong broken, must never be used.
- Extension cords must never be used as permanent wiring.
- Powered tools must never be operated in an area comprising explosive gases or vapors.
- Powered tools must never be cleaned with flammable agents.
- One must never attempt to catch a falling hand tool.
- Excessive force or undue pressure must never be imposed on hand tools.
- The job or work piece must never be handheld while using a screwdriver or any cutting tool.
- Sharp tools must never be carried in one's pocket.
- No hand tool must be used for electrical work, unless it is specially designed and adequately insulated for doing so.
- Bulky and heavy gloves must never be worn while using hand tools.
- Hand tools must never be thrown.
- Hand tools must never be left on high platforms and elevated places like ladders and scaffolding, because bumping against such structures may cause the tools to fall on someone and cause fatal injuries.

## 7.2.3 Method to make use of the information detailed in specifications and instructions

A sales executive must read thoroughly the specification sheet to obtain concrete information on the following:

- The Table of Contents, as the name suggests, briefs the reader / user about what information does the specifications comprise
- The name, address and contact details of authorized experts, who are responsible for preparing the specifications, deviations and updates
- The significance, scope and purpose of the specification
- The intended use of the specification
- Glossary of important terms and abbreviations
- Test methods for measuring all specified characteristics
- Material requirements in terms of rate and quantity, targets and tolerances
- Drawings, sketches, photographs and illustrations
- Safety requirements and guidelines / instructions on the same
- Quality Control and Assurance standards, requirements and performance testing criteria
- Expected TAT / deadline for delivery of the project
- Rejection, inspection and correction provisions
- Relevant annexes and appendices

## Notes

________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

# Unit 7.3 Respond to an Emergency Situation

## Unit Objectives

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

1. Explain the procedure of responding to an emergency situation

**How to Respond to an Emergency Situation**

An Emergency can be defined as "a serious, unexpected, and often dangerous situation requiring immediate action." Responding to an Emergency situation, while working at the site, involves the following steps:

**A. Evaluating the Emergency**

- One must remain calm and composed during an emergency situation because stress during an emergency complicates things and confuses a person.
- One must critically and rationally think and evaluate the severity of the emergency and determine, what requires to be done on immediate basis.
- One must look for additional help by calling up the emergency toll free number, which would help the caller reach an official or 'dispatcher'.
- The emergency dispatcher aims at providing immediate and appropriate help, depending on the nature and degree of emergency.
- One must help the dispatcher by answering his / her questions and providing the dispatcher with the accurate location and nature of emergency.
- It is recommended that one should call from a GPS equipped phone, so that the dispatcher is able to track the location, even if the caller is unable to speak.
- One must determine the nature of the emergency, i.e. if it is a medical, mental health or behavioural emergency.
- One must assess the immediate threats, for example, in case a person is severely injured from a running machine, the machine must be turned off immediately to prevent others from getting hurt as well.

**B. Handling the Emergency**

- Extremely high casualties must be reported to the Occupational Health and Safety Committee (OHSC).
- One must move farther from the emergency spot and help others do the same.
- Evacuation Plans must be adopted and Escape Routes must be taken.
- Secondary Hazards must be eliminated or mitigated, at least. For example, a car accident involves the risk of a violent explosion and fire outbreak resulting from spilled fuel.
- One must help the other victims and take appropriate measures to help the specially abled ones.
- One must never feel guilty if nothing can be done to help the others.
- Once the emergency team arrives, it must be provided with all required and relevant information.
- In case nothing can be done to mitigate the severity of the situation, one must provide support to the others by comforting them, inquiring about their medical history, noting events as they occur, etc. These information may prove crucial for the emergency response team.
- A First Aid kit must be used, wherever applicable.

- One must try reviving a seemingly unconscious victim by rubbing the chest, pinching the earlobes, providing Cardiopulmonary Resuscitation (combination of chest compression and artificial respiration)
- One must avoid moving a severely injured victim and provide only the basic first aids.
- Only the emergency services can properly handle and move such victims.

**C. Undertake first aid activities in case of any accident, if required and asked to do so**

- First Aid is an emergency care or treatment given to an ill or injured person before regular medical aid can be obtained.
- Before administering First Aid to a victim, one must check the category and degree of emergency and then apply the techniques duly.
- Stop and look at the scene and the person before responding.
- Ask yourself the following questions:
  - Is the scene safe for you to enter?
  - What happened exactly?
  - What is the casualty?
  - What is the category and nature of the emergency?
  - Is the accident fatal for the victim?
  - Is anyone else available at the place to help?
- Do the following if the victim is conscious and injury is not fatal:
  - Ask for the victim's consent to administer first aid.
  - Put on appropriate PPE, if possible.
  - Interview the victim to ask basic medical questions, so that accurate information may be provided to the Emergency Medical Team, once it arrives.
  - Conduct a thorough check for undetected injuries.
  - Administer appropriate care and technique.
- If the victim is unconscious, try reviving the person by addressing him / her, rubbing shoulders, hands or the sole of feet.
- Fetch the AED and use it, along with Artificial Respiration.

**D. List of names (and job titles if applicable), and the contact details of all the people responsible for health and safety in a workplace**

- As an important part of the emergency management procedure, any workplace must elect a Safety Committee, which comprise responsible and senior people from all departments and teams.
- This committee would act as the legislative body, the authority and the first point of contact for reporting any hazard, potential risks / threats and emergency situations at the entire workplace.
- This committee would also be responsible for conducting training sessions, safety audits and drills, to help all employees prepare themselves for emergency and unprecedented situations.
- The list of the committee members, their designations and job titles, as well as contact numbers must be listed and circulated among all staff members.
- The Safety Committee must comprise important members from the following departments:
  - Supervisor / Manager / Team Lead from each project
  - Security Services
  - Reception / Front Desk
  - Building Operations and Maintenance team

  - Emergency Medical Services
  - Counseling and Psychological Services team
- This list must be put up for easy display at prominent parts of the workplace, in the form of an Emergency Escalation Matrix and must be updated regularly.
- Furthermore, this list must be mandatorily included in every First Aid kit available in the workplace premises, so that a person treating a victim with first aid techniques may summon additional help and report the accident.

**Few Emergency Toll-free numbers are:**

| | |
|---|---|
| **100** | **Police** |
| **101** | **Fire** |
| **102** | **Ambulance** |
| **108** | **Disaster Management** |
| **181** | **Women's Helpline** |
| **1097** | **AIDS Helpline** |
| **1098** | **Child Abuse Helpline** |

**E. Follow agreed work location procedures in the event of an emergency or an accident**

- Emergency procedures and related protocols vary according to the work locations and the nature of work.
- A worker must abide by the agreed work location procedures, in case of emergencies and accidents.
- A worker, on joining, must be adequately briefed on the Occupational Health Hazards and the procedures to deal with the same.
- All agreed work location procedures must be standardized and laid down under Standard Operating procedures, commonly known as SOPs, for general access.
- Each case of emergency and accident must be reported appropriately, to concerned authority, by filling up relevant forms.
- Usage of First Aid kit and Fire Extinguishers must be reported to concerned authority after each use.
- Any incident of an unlabelled chemical bottle, or waste container, or illegible label, must be reported to the Supervisor or concerned authority immediately.

**F. Respond promptly and appropriately to an accident situation or medical emergency**

- One must respond to an accident or emergency situation with a calm and composed mind. Presence of mind is very crucial under such circumstances.
- Medical help must be sought by calling the in-house medical team (if any), the Safety Committee, or the Emergency toll-free number.
- Appropriate first aid treatment must be administered to anyone in need, by a trained person / colleague.
- In case a victim cannot be adequately treated by first aid, and the emergency team is yet to arrive on the spot, the victim must be taken to the emergency ward of the nearest hospital.
- Ambulance services may be summoned by calling up the toll-free number for the same.

- The Environmental Health and Safety (EHS) department must be notified about the accident within 48 hours of the Supervisor being informed.
- Care should be taken that a seriously injured victim must not be moved and one must wait for the emergency team to arrive.

### G. Participate in emergency procedures

- **Raising Alarm:** Fire Alarms can either have a "Break Glass" or a "Pull / Push" mechanism. In the "Break Glass" system, the glass sheet must be forcefully hit with clenched fist. One must repeat the process till the glass breaks. In the "Pull / Push" systems, one must smash the glass first and then either pull down or push up the lever to raise the alarm.
- **Safe and efficient evacuation:** Appropriate evacuation procedures (already discussed in the previous chapter) must be adopted for general public and for specially abled persons. Specially abled persons must be helped to evacuate the place by providing them access to Wheelchairs and other aids.
- **Correct Assembly Point:** Proper instructions must be given to the workers about the location of and the directions to the correct assembly point in the workplace. Information about this must be provided during mock evacuation drills and training sessions as well.
- **Roll call:** Once everybody has evacuated the building / workshop and arrived at the Assembly Point, Roll call or Head Count must be done to ensure that nobody is left behind in the affected area. This must be done mandatorily to ensure that everybody within the premises is safe.
- **Correct return to work:** Evacuation must be conducted in a very organized, streamlined and noiseless manner. Likewise, everybody, who had evacuated the workplace, must return to his / her respective locations / positions / seats, following normal or emergency routes, depending on whether the situation has been restored to normal or not. Once everybody is back in place, another Roll call is conducted.

### H. State methods of accident prevention in the work environment

One must stay aware and updated about the various methods of accident prevention in the work environment. Few of these are:

- **Training in health and safety procedures -** One must be trained in the industrial health and safety procedures through drills and training sessions. Apart from the procedures popular in the industry, every organization has its own set of procedures and protocols, laid down and standardized in the form of Standard Operating Procedures (SOPs).
- **Using health and safety procedures -** Ergonomic practices, use of PPE, hygiene and importance of good housekeeping practices must be promoted among workers.
- **Use of equipment and working practices-** Proper use, storage and maintenance of PPE, as well as medically recommended lifting, carrying and transporting practices must be taught and promoted among workers.
- **Safety notices, advice and instructions from colleagues and supervisors-** Workers must always keep their eyes open, so that they do not miss out safety notices, advice and instructions being circulated around them. Such safety notices, plans and instructions are often displayed for general public access at prominent and common places at workplace.

### I. Check and ensure general health and safety equipment are available at work site

Workers must ensure the availability of general and safety equipment like Fire extinguishers, First aid equipment, safety instruments and clothing (Personal Protective Equipment) as well as safety installations like neon-enabled and glowing fire exits, exhaust fans, etc. All such equipment must be in good operating condition and must be periodically maintained.

**J. Comply with restrictions imposed on harmful chemicals inside work area during working hours**

Few hazardous chemicals in the workplace are recommended for restricted and expert use only. These chemicals must be stored in cool, dry and clean storage locations, in containers made of compatible materials and labelled with relevant directions of use, precautionary measures, ingredients and hazard warnings.

## Notes

# Unit 7.4 Organizational Reporting Protocol

## Unit Objectives

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

1. Practice the 6cs of reporting protocol
2. Identify any hazards and potential risks/ threats to supervisors or other authorized personnel
3. Report accident/incident report to authorized person

## 7.4.1 The 6Cs of reporting protocol

The general highlights of the Organizational Reporting Protocol, commonly known as the 6Cs, are:

**1. Communicate First -** The first source of information during emergency is the preferred source. Crises are time-bound and hence it is important to communicate promptly.

**2. Communicate Rightly -** Distortion of information due to panic must be avoided. Proper, accurate information must be provided to concerned authorities and this can save lives.

**3. Communicate Credibly -** Integrity and truthfulness must never be forgotten during emergencies.

**4. Communicate empathetically -** One must wear the shoes of the victims while communicating emergencies.

**5. Communicate to instigate appropriate action -** Communicating to the right authorities help in taking the necessary action.

**6. Communicate to promote respect -** Communicating with the victims with respect help in earning their trust and thus eases the disaster management process.

## 7.4.2 Identify and report any hazards and potential risks / Threats to supervisors or other authorized personnel

Hazards and potential risks / threats can be identified and then reported to supervisors or other authorized persons in the following ways:

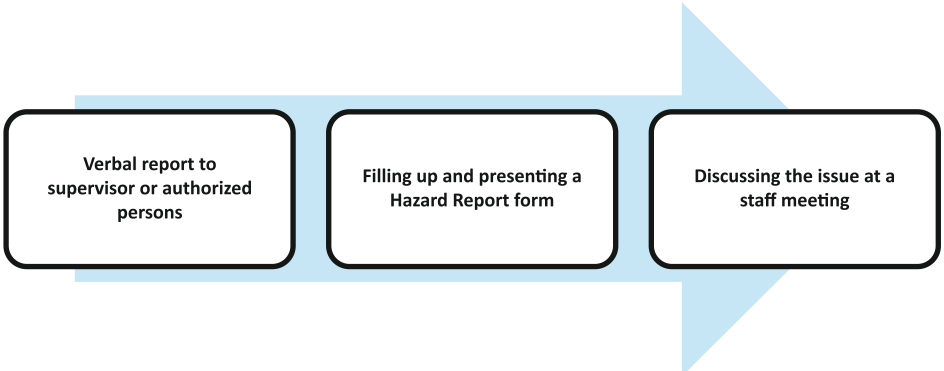



*Fig. 7.4.2.1: The process of reporting a hazard or potential risk*

While identifying and reporting a hazard / potential threat / potential risk, one must describe the following:


*Fig. 7.4.2.2: The 4 aspects to be considered while identifying and reporting a hazard*

## 7.4.3 Report accident/incident report to authorized person

Reporting an accident / incident to an authorized person can be best done with the help of the Hazard Reporting form. The common format of the Hazard Reporting form is given below:

**Part A: To be completed by the Worker**

**Details Required:**

- Name of Worker
- Designation
- Date of filling up the form
- Time of incident / accident
- Supervisor/manager name
- Work location/address
- Description of the hazard / what happened (Includes area, task, equipment, tools and people involved)
- Possible solutions to prevent recurrence (Suggestions)

**Part B: To be completed by the Supervisor / Manager**

**Details Required:** Results of Investigation (Comment on if the hazard is severe enough to cause an injury and mention the causes of the incident / accident)

- **Part C: To be completed by the Supervisor / Manager**

**Details Required:** Actions taken / Measures adopted (Identify and devise actions to prevent further injury, illness and casualty)

| Action | Responsibility | Completion Date |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

## Notes

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

# Unit 7.5 Various Types of Safety Signs

## Unit Objectives

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

1. Interpret various safety signs

**Various Types of Safety Signs and What They Mean**

Safety Signs are aimed at alerting people on the existing hazards and imminent risks involved with them. The various safety signs are given below:

**Emergency escape route signs:** to display emergency exits

**Fire equipment safety signs:** to indicate the location of fire equipment and convey compliance with fire precaution regulations

**Prohibition safety signs:** to indicate prohibited actions

**Supplementary safety signs:** to indicate additional information to be followed by employees

**Safety equipment signs:** to emphasize on the protective equipment to be worn

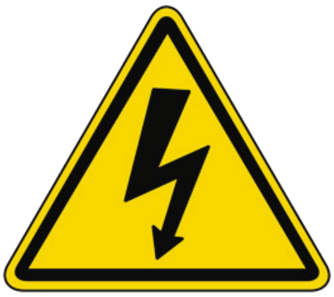
1. **Prohibition Signs**

| Image | Significance |
|---|---|
|  | This is a sign to signify "No access for unauthorized person(s)" beyond a particular point |
|  | This is a sign which indicates "Smoking and Naked Flaming" is disallowed in that particular area |

| Image | Significance |
|---|---|
|  | This is a “No Smoking” sign. No one should smoke in an area where this signboard is put up by the authority. |
|  | This sign symbolizes “No pedestrian is allowed beyond this point”. |
|  | This symbol refers to the water which is not drinkable. The symbol, in short, implies “Not Drinkable Water”. |
|  | There are different classes of fire and each class of fire requires different extinguisher. The class of fire which are not extinguishable by water is denoted by this sign which signifies “Do not extinguished with water”. |

**2.** Warning Signs

| **Image** | Significance |
|---|---|
|  | This symbol signifies "High Temperature or Flammable Materials". |
|  | This particular symbol refers to the materials which are potential explosive. This symbol is called "Explosive Material" symbol. |
|  | This is a symbol which is labelled on "Toxic Materials" as a precaution. |
|  | This symbol refers to the substances which are corrosive and harmful to us. It damages the skin severely. This sign is embalmed on "Corrosive Materials". |

| Image | Significance |
|---|---|
|  | This is a sign to signify the "Radioactive Materials". Radioactive materials are very harmful and can even cause death. |
|  | This is "Overhead Load" symbol. In case of overloaded box/ crane/ crate, this sign is used. |
|  | This sign refers to "Industrial Vehicle". The vehicles which are used only for the industrial purposes (for example transportation of goods) are labelled with the "Industrial Vehicle" symbol. |
|  | This sign implies to "Electricity Danger". In case of high voltage, this sign is commonly used to beware the passers-by/ users/ workers. |
|  | This is a "General Danger" sign. In case of "work in progress"/ "men at work", this symbol is used. |

| Image | Significance |
|---|---|
|  | This is a sign to denote "Laser Beam Danger". Laser beams are harmful for us and exposure to laser beams may cause blind-ness. |
|  | This sign refers to "Danger Drop". If a landing/ floor abruptly ends or in case of low height of balcony wall/ grill, this sign is used. |
|  | If there is any obstacle laid on the floor, the "Obstacle Ahead" sign is used. |

3. **Mandatory Signs**

Here is a table of signs which are commonly used as a precaution for the workers. The utility of the signs are described in the "Significance" column beside the images.

| Image | Significance |
|---|---|
|  | Eye protection must be worn |

| Image | Significance |
|---|---|
|  | Safety helmet must be worn |
|  | Ear protection must be worn |
|  | Respiratory equipment must be worn |
|  | Safety boots must be worn |
|  | Safety gloves must be worn |

| Image | Significance |
|---|---|
|  | Safety harness must be worn |
|  | Face protection must be worn |
|  | Safety overalls must be worn |

**4. Emergency Escape Signs**

There are certain situations which are considered to be emergency situations. Fire, earthquake, flood, tsunami, civilian disturbance, riot, bomb threat are the examples of emergency situations. In these cases, people are prone to panicking. However, panic deteriorates the situation. Therefore, every organization plans for emergency evacuation. At the time of emergency, workers should adjourn at the safe evacuation place. There are different signs (directions) used to guide the employees to safe place. The signs used for this purpose are as follows:

*Fig 2.5.1: Go to the left for safe evacuation*

*Fig 7.5.2: Go to the right for safe evacuation*

*Fig 7.5.3: Go down for safe evacuation*


*Fig 7.5.4: Go up for safe evacuation*

**5. First Aid Signs**

In every organization, first aid is a mandatory. Especially, in the organizations that deal with different types of hand and power tools, first aid is a compulsory. In the following table, the symbols and their significance are discussed.

| Image | Significance |
|---|---|
|  | This is a general symbol for first aid. Generally, this sign is used to denote first aid room, first aid box. |
|  | This is the "First Aid Stretcher" symbol. In case of accidents, where the victim is unable to stand up on feet and walk, first aid stretcher is used. |
|  | This symbol signifies "Eye wash". |
|  | This is a "Safety Shower" sign. |
|  | This is the "Emergency Telephone" sign. In case of accidents, when the first aid is required on an immediate basis, this telephone is used. |

# Notes

# Unit 7.6 Deal With an Accident Involving Human Life

## Unit Objectives

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

1. Discuss how to deal with accidents that involve human life

### How to Deal With an Accident Which Involves Human Life

An accident, that may lead to the loss of human life, falls under the "Critical" and "Possible" categories of the Risk Assessment Matrix, as mentioned in section 3.2.2. Thus, considering the degree of severity, one may follow the below steps while dealing with an accident that involves the loss of human life:

- Turn off the source of the accident. For example, in case a severe accident has occurred due to a running machine, the machine must be turned off and stopped first, to prevent other people from getting injured in the same manner.
- One must not panic and not allow anybody else to panic at the scene. Maintaining a calm and composed attitude is extremely crucial for bystanders.
- One must assess the severity of the accident and promptly decide if emergency services must be summoned.
- One must look over the accident scene carefully, to gather information for the emergency services personnel.
- One must take initiatives to keep the accident spot clear, so that the victim/s are not asphyxiated with lack of breathing air. Alarms may be raised, if possible, to notify and warn everyone else at the work area about the accident.
- Before approaching the victim for extending help and support, one must ensure that the spot and the victim's body is safe for one to touch and access. For example, in case of electrocution, the main power supply must be switched off before touching the victim's body.
- A seemingly unconscious victim may be revived to consciousness by rubbing the chest, artificial respiration or pinching the earlobes.
- Such a victim must be asked if he / she requires any assistance.
- One must provide the best possible assistance to the victim, before summoning emergency services.
- The victim must not be removed from the spot (unless there are imminent dangers like fire or electrocution) before the arrival of the emergency team.
- The legs of a victim in shock must be raised to mitigate the impact.
- One must use encouraging and comforting words to help the victim in reviving.

## Notes

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

_______________________________________________________________________________

# Unit 7.7 Different Types of Personal Protective Gear

## Unit Objectives

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

1. Identify the different types of PPE and their use

**Different types of Personal Protective Gear and their usage**

Personal Protective Equipment, commonly termed as PPE, is specialized clothing or equipment worn and used by employees for safeguarding themselves against Occupational Health and Safety hazards. Such clothing are aimed at protecting different parts of the body, like hands, eyes, ears, face, feet, head, etc.

**Here is a table of personal protective equipment that are widely used.**

- **Hand Gloves –** Used for protecting the hands from harmful and corrosive chemicals, extreme temperatures, sharp and contaminated objects. For example, Nitrile gloves are used for protecting the hands against solvents, oils, greases, tar, acids and alkalis. Gloves made of natural rubber or Latex are used for protection against contaminations and biohazard risks. Asbestos gloves are worn while dealing with extremely hot materials.
- **Safety Shoes –** These are made of highly durable and robust material and protect the feet from injuries due to cuts and bruises.
- **Safety Goggles –** These protect the eyes from harmful radiation, dust particles and splinters.
- **Masks and Face Shields-** These are worn especially during welding, gas cutting and brazing operations, in order to protect the face from direct flame, extreme temperatures, dust particles and splinters.
- **Apron –** This protects the clothes from dust and other impurities. These are often heat-resistant and anti-abrasive in nature.
- **Ear Muffs –** These are used in extremely noisy places like factories and workshops, in order to protect the ears from deafening.
- **Respirators -** These masks, if of the FFP3 (Filtering Face Piece Grade-3) specification, allow a maximum air pollutant leakage of 5% only and filter 99% of all particles measuring up to 0.6 µm.

| Name | Function | Image |
|---|---|---|
| Head Protection Safety Helmet) | Head injury can impair a worker for the lifetime. Wearing safety helmet is the easiest way to avoid such situations. Safety helmet is used to –<br>• Protect head from falling objects and knocks<br>• Reduce risk of head bumping against fixed objects like exposed pipes and beams<br>• Protect head from accidental electrical hazards<br>Safety helmet comes in different forms. Some helmets include other protective elements such as goggles, earmuffs attached to it. Safety helmet should be worn on the head, not on any hat or cap. | <br>Safety Helmet |
| Eye Protection | Eye is one of the most sensitive organs of the body. Woodwork is a job which comes with various hazards related to eye damage. For example, saw dust, small pieces of sharp objects may cause damage to the eye. Therefore, eye protection must be used. Some widely used eye protection are –<br>• Safety Goggle<br>• Safety Spectacle<br>• Facemask<br>These protections should be worn to avoid any damage owing to wood dust, metal chips in the process of sawing, drilling, grinding, and chiselling. | <br>Safety Goggle<br><br>Safety Spectacle<br><br>Facemask |

| Name | Function | Image |
|---|---|---|
| Hearing Protection | Woodworking machines such as drilling machine, circular saw, and jigsaw create a lot of noise. Short exposure to the noise may cause temporary hearing loss and long exposure may lead to permanent hearing loss. Therefore, hearing protection is an essential PPE for a wood worker. Some important hearing protection are –<br>• Single Use Earplug: They are made of waxed cotton, foam, silicon rubber or fibre glass wool. They are self-forming and, when properly inserted they work as well as most modelled earplugs.<br>• Pre-formed or Modelled Earplugs: These are small fibre plugs that are inserted to the ear and used in case of severe noise. They can be either disposable or reusable. Reusable plugs should be cleaned after using. Never use plugs which are used by somebody else.<br>• Ear Defender or Earmuff: These are used to cover the entire ear and connected to a band that fits over the top of the head. These are used when the noise is excessively high. | <br><br>Pre-formed or Modelled Earplug<br><br>Ear Defender or Earmuff |
| Hand Gloves | These are used for protecting the hands from harmful and corrosive chemicals, extreme temperatures, sharp and contaminated objects. For example, Nitrile gloves are used for protecting the hands against solvents, oils, greases, tar, acids and alkalis. Gloves made of natural rubber or Latex are used for protection against contaminations and biohazard risks. Asbestos gloves are worn while dealing with extremely hot materials. | <br>Hand Gloves |

| Name | Function | Image |
|---|---|---|
| Safety Shoes | Wood workers, who face possible foot or leg injuries from the falling or rolling objects or from crushing or penetrating materials, should wear protective footwear.<br><br>• Safety shoes are used to protect the feet from heavy objects, such as tools that might roll onto or fall on the workers' feet<br>• It is also used while working with sharp objects such as nails or spikes that could pierce the soles or uppers of ordinary shoes<br>• It also protects feet from hot, wet or slippery objects | <br>Safety Shoes |

## Notes

# Unit 7.8 Basic First Aid Treatment Relevant to the Condition

## Unit Objectives

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

1. Recall the importance of first aid in emergency management and the techniques of administering the same

**Principles of First Aid**

- Act calmly and logically.
- Be in control – both of yourself and the problem.
- Be gentle but firm.
- Speak to the casualty kindly but purposefully.
- Build up trust through talking to the casualty throughout the examination and treatment.
- Avoid giving any misleading information.
- Never leave the casualty alone and continue to talk to him/her until the ambulance or doctor arrives.
- Continuously reassure the casualty.
- Send the casualty to a hospital or doctor by the quickest means of transport.
- Always inform the police about serious accidents.
- Inform relatives of the casualty.

**Objectives of First Aid**

- Preservation of life by promptness of action
- Relief from pain
- Prevention of the worsening of illness or injury
- Enhancement of chances of recovery
- Protection of the unconscious or semi-conscious

**Appropriate Basic First Aid Treatment Relevant to the Condition**

Importance of FirstAid in emergency management can be elaborated through the following points:

**A. For heavy bleeding –**

- Put pressure on the wound with whatever is available to stop or slow down the flow of blood.
- As soon as possible, call the Emergency Toll Free number or get someone else to do it.
- Keep pressure on the wound until help arrives.

*Fig 7.8.1: Treating heavy bleeding (put pressure on the wound)*

**B. For burns-**

- Cool the burn under cold running water for at least ten minutes.
- Loosely cover the burn with cling film or a clean plastic bag.
- Call and summon the Emergency Services if needed.

*Fig 7.8.2: Treating burns (cool the burn under cold running water)*

**C. For broken bones-**

- Encourage the person to support the injury with their hand, or use a cushion or items of clothing to prevent unnecessary movement.
- Continue supporting the injury until help arrives.
- Call and summon the Emergency Services if needed.

*Fig 7.8.3: Treating broken bones (use a cushion to heal the fracture)*

**D. For Heart Attack / Stroke –**

- Think FAST. Face: is there weakness on one side of the face? Arms: can they raise both arms? Speech: is their speech easily understood? Time: to call Emergency helpline.
- Provide CPR (Cardiopulmonary resuscitation) as applicable.
- Immediately call medical/ambulance helpline or get someone else to do it.

*Fig 7.8.4: Cardiopulmonary Resuscitation*

**E. For Head Injury –**

- Ask the victim to rest and apply a cold compress to the injury (e.g. ice bag).
- If the victim becomes drowsy or vomit, call Medical helpline or get someone else to do it.
- Call and summon the Emergency Services if needed.

*Fig 7.8.5: Apply a cold compress to the injury*

**F. For Electric Shocks –**

- Switch Off the Main Power Supply immediately
- Free the victim of his clothes
- Give artificial respiration and oxygen if needed
- In case of Burns, apply ice and burn cream and rush to the hospital depending on the severity of the burn
- Call and summon the Emergency Services if needed.

*Fig 7.8.6: Do not touch the victim of a electric shock directly,use non-conducting materials*

**G. For Eye Injuries –**

- In case of chemical exposure, the eyes must not be rubbed. Instead, the eyes must be washed with lots of water. If the irritation / pain does not subside even after flushing the eyes continuously for 15-20 minutes, medical help must be sought.
- In case of a blow to the eye, the injured eye must be treated with a cold compress, without imparting any pressure to it.
- If the pain persists, accompanied with bleeding, bruising or impaired vision, one must seek medical help immediately.
- In case of a foreign particle in the eye, it must not be rubbed. Instead, the upper lid must be pulled down and blinking must be repeated, very briskly.
- One must rinse the affected eye with an eyewash, if the foreign particle persists.
- If pain persists even after rinsing, the eye must be closed gently, bandaged lightly and medical help must be sought.

*Fig 7.8.7: Wash the injured eye cleanly and use proper eye rinsing elements*

The essential contents of a First Aid Kit are:

- Basic first aid notes
- Disposable gloves
- Resuscitation mask
- Individually wrapped sterile adhesive dressings
- Sterile eye pads (packet)
- Sterile coverings for serious wounds
- Triangular bandages
- Safety pins
- Small, medium and large sterile non-medicated wound dressings
- Non-allergenic tape
- Rubber thread or crepe bandage
- Scissors
- Tweezers
- Suitable book for recording details of first aid provided
- Sterile saline solution
- Plastic bags for disposal
- The name and telephone number of workplace first aid officers, and the phone number and address of the emergency services should be either in or near each first aid kit
- Reusable items, like scissors and tweezers, need to be thoroughly cleaned using warm soapy water or an alcohol swab after each use.


*Fig 7.8.8: Essential first aid item*

Besides these, adequate and medically prescribed Oxygen supply must be help in hand at the workplace.

# Unit 7.9 Preventative and Remedial Actions for Exposure to Toxic Materials

## Unit Objectives

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

1. Discuss the preventative and remedial actions to be administered in case of exposure to toxic materials

### Preventative and Remedial Actions to be Taken in the Case of Exposure to Toxic Materials

**A. Toxic Solvents**

A sales executive of furniture/fittings is often exposed to toxic solvents like acetone, chloroform, gasoline, carbon tetrachloride, diethyl ether, ethyl alcohol and methyl (ethanol), toluene, benzene, ethers, trichlorethylene, dichloroethane, tricresyl phosphate, nitroparaffins, tetralin, decalin, etc. Exposure of the body to toxic solvents can be via Ingestion, Skin Contact and Inhalation.

The more volatile a toxic solvent is, the higher are its chances of poisoning the respiratory system. Apart from administering appropriate first aid techniques, one must seek medical help and report the concerned supervisor.

**Remedial actions for exposure to toxic solvents:**

- In case of inhalation of toxic solvents or resulting fumes, moving the victim to fresh air immediately, thus exposing the person to adequate oxygen supply.
- In case of skin contact with toxic solvents, the affected area must be washed thoroughly with lukewarm water and soap.
- In case of ingestion, vomiting must be instigated and the stomach must be washed.
- Activated charcoal may be administered in case of ingestion and inhalation.
- In case the eye is affected, it must be splashed and rinsed off with cold water till the effect subsides.

**Preventative actions for exposure to toxic solvents:**

- Appropriate PPE, like protective chemical-resistant gloves, respiratory masks (for protection against toxic fumes) , aprons, etc. must be worn.
- Initiatives must be taken to provide adequate ventilation to the work area.
- Any spillage of toxic chemicals must be wiped off immediately with wet cloth.
- The containers must be closed tightly after every use, to prevent spillage or leakage of fumes.
- Solvents must be kept away from naked flames, in a cool and dark place.
- All solvents must be stored in neatly labelled containers and provided with MSDS (Material Safety Data Sheets).

**B. Toxic Flux**

Flux is an agent for chemical cleaning, purifying or flowing. Fluxes are extensively used in extractive metallurgy, furniture manufacture and metal joining techniques. Few common fluxes are beeswax, lead, paraffin wax, borax, resin, palm oil, cryolite, unslaked lime, common salt, solder, etc.

The most toxic fluxes are Acid fluxes (which may comprise harmful agents like Hydrochloric acid, Ammonium chloride, Zinc chloride, etc.), Resin fluxes (which may lead to Asthma), Molten Solder fluxes (which can cause severe burns on the skin), Lead and Mercury fluxes (which are very easily absorbed by the body and cause countless health issues and even death).

**Remedial actions for exposure to toxic fluxes:**

- The victim must be carefully removed from the exposure area, to a well-ventilated place.
- In case of skin contact or eye injury with toxic fluxes, the affected area must be washed thoroughly with generous amount of water for at least 15-20 minutes.
- In case of ingestion, vomiting must not be induced unless prescribed by a physician.
- Ingestion must be treated with a drink of cold water or milk.
- In case of inhalation, adequate breathing support must be provided to the victim.
- Washing of the skin and the eye must be followed by a suitable skin or eye ointment.
- In case of difficulty in swallowing and unconsciousness in the victim, no oral remedy must be administered to prevent choking.
- Medical help must be summoned in case of severity.

**Preventative actions for exposure to toxic fluxes:**

- Appropriate PPE must be used while working with toxic fluxes.
- The Directions of use provided by the supplier / manufacturer must be strictly abided by.

## Notes

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________

# Unit 7.10 Maintain Appropriate Environment to Protect Stock from Pilfering, Theft, Damage and Deterioration

## Unit Objectives

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

1. Identify risks like theft, pilfering, damage and deterioration in the workshop
2. Identify methods of surveillance that helps in maintaining appropriate environment to protect stock against such risks
3. Illustrate how to maintain a clean and hazard-free working area

## 7.10.1 Theft, pilfering, damage and deterioration in the workshop

Any workshop is comprised of raw material, countless tools, equipment, heavy machinery, cleaning equipment, PPE, documents, cash and several other important properties. A workshop and its security is threatened by the following factors, which can be mitigated and even eliminated with the help of apt surveillance processes:

- **Theft -** Apart from raw materials, deliverable finished products, tool, machinery and equipment, important documents like database, manuals and blueprints, which are considered the Intellectual properties of the workshop, are exposed to the risk of theft.
- **Pilfering -** Pilfering involves the theft of items, which are of comparatively lesser importance, in terms of cost and utility. For example, theft of petty cash, stationery items, tiny machine parts, screws, nails, adhesives, etc. is considered Pilfering.
- **Damage and Deterioration -** Properties in a workshop may be damage and get deteriorated due to multiple factors. These factors can be natural or man-made. For example, cases of sabotage and vandalism are brought about by human miscreants.

  Damages and deterioration can occur naturally, over time, due to wear and tear of tools, equipment and products, as well as poor inventory management. Man-made factors can be unintentional and may occur due to human errors and fatigue.

## 7.10.2 Methods of surveillance and monitoring

The common methods of Surveillance and Monitoring are:

- Closed Circuit Television (CCTV) Camera
- Security Guards at the entrance and exit
- Access Control for workshop database and Intellectual Property
- Biometric Access (Fingerprint Access) for visitors and staff members
- Handheld Metal Detectors (used by Security Guards)
- Checking ID cards manually and Frisking
- Quality Inspection and Audit for checking deterioration and damage of equipment, raw materials and finished products

## 7.10.3 Maintain a clean and hazard free working area

**A. Handle materials, machinery, equipment and tools safely and correctly**

- Workers should never carry tools up or down a ladder in a way that inhibits grip.
- Tools should be hoisted up and down using a bucket or strong bag, rather than being carried by the worker.
- Tools should be carefully handed over from one worker to another and must never be tossed. Pointed tools should be passed either in their carrier or with the handles toward the receiver.
- Workers carrying large tools or equipment on their shoulders should stay alert of clearances, while turning and manoeuvring around the workplace.
- Pointed tools, such as chisels and screwdrivers, should never be carried in a worker's pocket. Recommended ways to carry them are:
- In a toolbox, pointed down in a tool belt or pocket tool pouch
- In the hand with the tip always held away from the body
- Tools should be put away when not in use. Leaving tools unattended on an elevated structure such as a scaffold poses a significant risk to workers below. This risk increases in areas with heavy vibration.

**B. Use correct handling procedures**

- Lack of knowledge in correct handling procedure can lead to Musculoskeletal Disorders. Handling involves lifting, lowering, pushing, pulling and carrying. Correct handling techniques involve:
- Lifting, by taking into consideration:
  - Nature of load
  - Individual capacity
  - Environmental condition
- Reduce the amount of twisting and stooping while handling things manually
- Do not lift from floor level or above shoulder height, especially for heavy loads
- Adjust storage areas to mitigate the need to execute such motions
- Consider how you can mitigate transporting load across distances
- Evaluate the weight to be carried and identify if the worker can move the load safely or needs assistance
- Identify if the load can be broken down into smaller, lighter components

**C. Maintain tools equipment and consumables**

- It is essential that in order to keep tools, equipment and consumables in good working condition, they must be subjected to periodic maintenance.
- The frequency of maintenance depends upon the following factors:
  - The manufacturer's instructions and recommendations
  - The intensity and degree of use
  - The physical working conditions like temperature, humidity, weathering, etc.
  - The severity of potential risks and threats arising from unprecedented but likely malfunction

**D. Use cleaning equipment and methods appropriate for the work to be carried out**

- Cleaning tools and equipment must be selected according to the nature of task, surface and the required intensity of cleaning.
- Delicate surfaces must not be treated with strong and corrosive cleaning agents like acids and alkalis.
- On the contrary, surfaces that require intensive cleaning cannot be treated with mild cleaning agents.
- Cleaning equipment, especially the powered ones, come with Instruction Manuals, which not only explain the steps involved in using the, but also comprise Precautionary Measures, Dos and Don'ts of handling them. For example, Vacuum Cleaners must never be used on wet surfaces.

**E. Ensure safe and correct handling of materials, equipment and tools**

- Supervisors must inspect the ongoing tasks in the work area to ensure safe and correct handling of materials, equipment and tools.
- Surprise Audits must be conducted from time to time to ensure that all safety measures, like ergonomic procedures and safe handling of powered tools, are being adhered to by the workers.
- Checklists and inspection sheets must be maintained at the workplace to keep a track of the maintenance and audit schedules.
- Workers must refer to SOPs from time to time, to ensure that they do not deviate from the safety protocols in handling materials, equipment and tools.

**F. Store cleaning equipment safely after use**

- Cleaning tool and agents, which fall under the same category, must be kept and stored together.
- Cleaning agents must be stored in a cool, dry place in containers of compatible materials.
- Flammable liquids and gases must be stored in pressure-safe containers with appropriate labels on.
- Such flammable substances must be stored in secluded and well-ventilated places, at least 50 feet away from sources of heat or flame.
- Places for storing chemicals must contain a book of all Material Safety Data Sheet.
- Chemical cleaning agents must be stored in secure shelve or in a locked cupboard.
- Sharp equipment must be stored in sheaths or designated racks.
- Powered equipment must be turned off, when not in use.

**G. Deal with work interruptions**

- Interruptions can hamper a sales executive's productivity, by stalling the seamless flow of tasks and disturbing his / her focus.
- A sales executive must maintain a log of the regular interruptions and discuss the same with the supervisor, to devise solutions.
- In case an interruption result in any protocol deviation, the same may be reported to the concerned personnel in the Escalation Matrix.
- However, short breaks can bust stress and increase one's productivity; they are recommended in the workplace and are not considered interruptions.

# Notes

## Summary

- One must always abide by safe practices at work.
- Adherence to SOPs is extremely crucial for ensuring safety of the individual as well as others.
- One must handle, store and operate on powered tools very carefully.
- One must remain calm and composed during an emergency situation.
- Organizational Reporting Protocol is guided by the 6Cs (communicate first, communicate rightly, communicate credibly, communicate empathetically, communicate to instigate appropriate action, and communicate to promote respect) of emergency communication.
- An accident, that may lead to the loss of human life, falls under the "Critical" and "Possible" categories of the Risk Assessment Matrix.
- Personal Protective Equipment, commonly termed as PPE, is specialized clothing or equipment worn and used by employees for safeguarding themselves against Occupational Health and Safety hazards.
- Basic knowledge of first aid treatment must be imparted to all.
- One must know about the preventative and remedial actions to be administered in cases of exposure to toxic materials.

## Activity

- The trainer takes the students on a field visit to a nearby furniture workshop, so that they can observe the various safe working practices adopted by the workers.
- The trainer invites an industry veteran to the class to interact with the students and clarify their doubts on the importance of responding to emergency situations while at work.
- The trainer provides each student with a Hazard Report Form and asks them to fill the form carefully so that they do not get confused in future when they are asked to fill up this form.
- The trainer makes the students participate in a mock session, where they get to observe and practise basic first aid techniques.
- The trainer shows, from his laptop, few ppt slides comprising images of various safety and warning signs. The students identify and interpret the same.

## Exercise

**Fill in the Blanks:**

**1.** Wood is ______________ in nature.

**a)** Hygroscopic b) Microscopic

**c)** Brittle

**A:** Hygroscopic

2. 90% volume of waste gets reduced and converted into incombustible, light-weight materials like _____________.

a) Gas b) Ash

c) Leaf

**A:** Ash

**3.** _______________ involves the degradation of organic waste into manure with the help of worms.

a) Caterpillar waste b) Manure making

c) Vermicompost

**A:** Vermicompost

4. It is always advisable for a furniture maker to protect the tools from _______________.

a) Grease b) Moisture

c) Oil

**A:** Moisture

5. _____________ is used for storing fasteners.

a) Tackle box b) Shoe box

c) Fastener box

**A:** Tackle box

# 8. Employability & Entrepreneurship Skills

## Key Learning Outcomes

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

1. Explain the meaning of health
2. List common health issues
3. Discuss tips to prevent common health issues
4. Explain the meaning of hygiene
5. Discuss the purpose of Swacch Bharat Abhiyan
6. Explain the meaning of habit
7. Discuss ways to set up a safe work environment
8. Discuss critical safety habits to be followed by employees
9. Explain the importance of self-analysis
10. Discuss motivation with the help of Maslow's Hierarchy of Needs
11. Discuss the meaning of achievement motivation
12. List the characteristics of entrepreneurs with achievement motivation
13. List the different factors that motivate you
14. Discuss the role of attitude in self-analysis
15. Discuss how to maintain a positive attitude
16. List your strengths and weaknesses
17. Discuss the qualities of honest people
18. Describe the importance of honesty in entrepreneurs
19. Discuss the elements of a strong work ethic
20. Discuss how to foster a good work ethic
21. List the characteristics of highly creative people
22. List the characteristics of highly innovative people
23. Discuss the benefits of time management
24. List the traits of effective time managers
25. Describe effective time management technique
26. Discuss the importance of anger management
27. Describe anger management strategies
28. Discuss tips for anger management
29. Discuss the causes of stress
30. Discuss the symptoms of stress
31. Discuss tips for stress management
32. Identify the basic parts of a computer
33. Identify the basic parts of a keyboard
34. Recall basic computer terminology
35. Recall the functions of basic computer keys
36. Discuss the main applications of MS Office
37. Discuss the benefits of Microsoft Outlook
38. Discuss the different types of e-commerce
39. List the benefits of e-commerce for retailers and customers
40. Discuss how the Digital India campaign will help boost e-commerce in India
41. Describe how you will sell a product or service on an e-commerce platform

42. Discuss the importance of saving money
43. Discuss the benefits of saving money
44. Discuss the main types of bank accounts
45. Describe the process of opening a bank account
46. Differentiate between fixed and variable costs
47. Describe the main types of investment options
48. Describe the different types of insurance products
49. Describe the different types of taxes
50. Discuss the uses of online banking
51. Discuss the main types of electronic funds transfers
52. Discuss the steps to prepare for an interview
53. Discuss the steps to create an effective Resume
54. Discuss the most frequently asked interview questions
55. Discuss how to answer the most frequently asked interview questions
56. Discuss basic workplace terminology
57. Discuss the concept of entrepreneurship
58. Discuss the importance of entrepreneurship
59. Describe the characteristics of an entrepreneur
60. Describe the different types of enterprises
61. List the qualities of an effective leader
62. Discuss the benefits of effective leadership
63. List the traits of an effective team
64. Discuss the importance of listening effectively
65. Discuss how to listen effectively
66. Discuss the importance of speaking effectively
67. Discuss how to speak effectively
68. Discuss how to solve problems
69. List important problem solving traits
70. Discuss ways to assess problem solving skills
71. Discuss the importance of negotiation
72. Discuss how to negotiate
73. Discuss how to identify new business opportunities
74. Discuss how to identify business opportunities within your business
75. Explain the meaning of entrepreneur
76. Describe the different types of entrepreneurs
77. List the characteristics of entrepreneurs
78. Recall entrepreneur success stories
79. Discuss the entrepreneurial process
80. Describe the entrepreneurship ecosystem
81. Discuss the purpose of the Make in India campaign
82. Discuss key schemes to promote entrepreneurs
83. Discuss the relationship between entrepreneurship and risk appetite
84. Discuss the relationship between entrepreneurship and resilience

85. Describe the characteristics of a resilient entrepreneur
86. Discuss how to deal with failure
87. Discuss how market research is carried out
88. Describe the 4 Ps of marketing
89. Discuss the importance of idea generation
90. Recall basic business terminology
91. Discuss the need for CRM
92. Discuss the benefits of CRM
93. Discuss the need for networking
94. Discuss the benefits of networking
95. Discuss the importance of setting goals
96. Differentiate between short-term, medium-term and long-term goals
97. Discuss how to write a business plan
98. Explain the financial planning process
99. Discuss ways to manage your risk
100. Describe the procedure and formalities for applying for bank finance
101. Discuss how to manage your own enterprise
102. List important questions that every entrepreneur should ask before starting an enterprise

# UNIT 8.1: Personal Strengths & Value Systems

## Unit Objectives

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

1. Explain the meaning of health
2. List common health issues
3. Discuss tips to prevent common health issues
4. Explain the meaning of hygiene
5. Understand the purpose of Swacch Bharat Abhiyan
6. Explain the meaning of habit
7. Discuss ways to set up a safe work environment
8. Discuss critical safety habits to be followed by employees
9. Explain the importance of self-analysis
10. Understand motivation with the help of Maslow's Hierarchy of Needs
11. Discuss the meaning of achievement motivation
12. List the characteristics of entrepreneurs with achievement motivation
13. List the different factors that motivate you
14. Discuss how to maintain a positive attitude
15. Discuss the role of attitude in self-analysis
16. List your strengths and weaknesses
17. Discuss the qualities of honest people
18. Describe the importance of honesty in entrepreneurs
19. Discuss the elements of a strong work ethic
20. Discuss how to foster a good work ethic
21. List the characteristics of highly creative people
22. List the characteristics of highly innovative people
23. Discuss the benefits of time management
24. List the traits of effective time managers
25. Describe effective time management technique
26. Discuss the importance of anger management
27. Describe anger management strategies
28. Discuss tips for anger management
29. Discuss the causes of stress
30. Discuss the symptoms of stress
31. Discuss tips for stress management

## 8.1.1 Health, Habits, Hygiene: What is Health

As per the World Health Organization (WHO), health is a "State of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." This means being healthy does not simply mean not being unhealthy – it also means you need to be at peace emotionally, and feel fit physically. For example, you cannot say you are healthy simply because you do not have any physical ailments like a cold or cough. You also need to think about whether you are feeling calm, relaxed and happy.

**Common Health Issues**

Some common health issues are:

- Allergies
- Asthma
- Skin Disorders
- Depression and Anxiety
- Diabetes
- Cough, Cold, Sore Throat
- Difficulty Sleeping
- Obesity

## 8.1.1.1 Tips to Prevent Health Issues

Taking measures to prevent ill health is always better than curing a disease or sickness. You can stay healthy by:

- Eating healthy foods like fruits, vegetables and nuts
- Cutting back on unhealthy and sugary foods
- Drinking enough water everyday
- Not smoking or drinking alcohol
- Exercising for at least 30 minutes a day, 4-5 times a week
- Taking vaccinations when required
- Practicing yoga exercises and meditation

How many of these health standards do you follow? Tick the ones that apply to you.

1. Get minimum 7-8 hours of sleep every night. ☐
2. Avoid checking email first thing in the morning and right before you go to bed at night. ☐
3. Don't skip meals – eat regular meals at correct meal times. ☐
4. Read a little bit every single day. ☐
5. Eat more home cooked food than junk food ☐
6. Stand more than you sit. ☐
7. Drink a glass of water first thing in the morning and have at least 8 glasses of water through the day. ☐
8. Go to the doctor and dentist for regular checkups. ☐
9. Exercise for 30 minutes at least 5 days a week. ☐
10. Avoid consuming lots of aerated beverages. ☐

## 8.1.1.2 What is Hygiene?

As per the World Health Organization (WHO), "Hygiene refers to conditions and practices that help to maintain health and prevent the spread of diseases." In other words, hygiene means ensuring that you do whatever is required to keep your surroundings clean, so that you reduce the chances of spreading germs and diseases.

For instance, think about the kitchen in your home. Good hygiene means ensuring that the kitchen is always spick and span, the food is put away, dishes are washed and dustbins are not overflowing with garbage. Doing all this will reduce the chances of attracting pests like rats or cockroaches, and prevent the growth of fungus and other bacteria, which could spread disease.

How many of these health standards do you follow? Tick the ones that apply to you.

1. Have a bath or shower every day with soap – and wash your hair with shampoo 2-3 times a week.
2. Wear a fresh pair of clean undergarments every day.
3. Brush your teeth in the morning and before going to bed.
4. Cut your fingernails and toenails regularly.
5. Wash your hands with soap after going to the toilet.
6. Use an anti-perspirant deodorant on your underarms if you sweat a lot.
7. Wash your hands with soap before cooking or eating.
8. Stay home when you are sick, so other people don't catch what you have.
9. Wash dirty clothes with laundry soap before wearing them again.
10. Cover your nose with a tissue/your hand when coughing or sneezing.

See how healthy and hygienic you are, by giving yourself 1 point for every ticked statement! Then take a look at what your score means.

**Your Score**

- **0-7/20:** You need to work a lot harder to stay fit and fine! Make it a point to practice good habits daily and see how much better you feel!
- **7-14/20:** Not bad, but there is scope for improvement! Try and add a few more good habits to your daily routine.
- **14-20/20:** Great job! Keep up the good work! Your body and mind thank you!

## 8.1.1.3 Swachh Bharat Abhiyan

We have already discussed the importance of following good hygiene and health practices for ourselves. But, it is not enough for us to be healthy and hygienic. We must also extend this standard to our homes, our immediate surroundings and to our country as a whole.

The 'Swachh Bharat Abhiyan' (Clean India Mission) launched by Prime Minister Shri Narendra Modi on 2nd October 2014, believes in doing exactly this. The aim of this mission is to clean the streets and roads of India and raise the overall level of cleanliness. Currently this mission covers 4,041 cities and towns across the country. Millions of our people have taken the pledge for a clean India. You should take the pledge too, and do everything possible to keep our country clean!

## 8.1.1.4 What are Habits?

A habit is a behaviour that is repeated frequently. All of us have good habits and bad habits. Keep in mind the phrase by John Dryden: “We first make our habits, and then our habits make us.” This is why it is so important that you make good habits a way of life, and consciously avoid practicing bad habits.

Some good habits that you should make part of your daily routine are:

- Always having a positive attitude
- Making exercise a part of your daily routine
- Reading motivational and inspirational stories
- Smiling! Make it a habit to smile as often as possible
- Making time for family and friends
- Going to bed early and waking up early

Some bad habits that you should quit immediately are:

- Skipping breakfast
- Snacking frequently even when you are not hungry
- Eating too much fattening and sugary food
- Smoking, drinking alcohol and doing drugs
- Spending more money than you can afford
- Worrying about unimportant issues
- Staying up late and waking up late

## 8.1.1.5 Tips

1. Following healthy and hygienic practices every day will make you feel good mentally and physically.
2. Hygiene is two-thirds of health – so good hygiene will help you stay strong and healthy!

## 8.1.1.4 What are Habits?

Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Use ergonomically designed furniture and equipment to avoid stooping and twisting
- Provide mechanical aids to avoid lifting or carrying heavy objects
- Have protective equipment on hand for hazardous jobs
- Designate emergency exits and ensure they are easily accessible
- Set down health codes and ensure they are implemented
- Follow the practice of regular safety inspections in and around the workplace
- Ensure regular building inspections are conducted
- Get expert advice on workplace safety and follow it

## 8.1.2.1 Negotiable Employee Safety Habits

Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Immediately report unsafe conditions to a supervisor
- Recognize and report safety hazards that could lead to slips, trips and falls
- Report all injuries and accidents to a supervisor
- Wear the correct protective equipment when required
- Learn how to correctly use equipment provided for safety purposes
- Be aware of and avoid actions that could endanger other people
- Take rest breaks during the day and some time off from work during the week

## 8.1.2.2 Tips

1. Be aware of what emergency number to call at the time of a workplace emergency
2. Practice evacuation drills regularly to avoid chaotic evacuations

## 8.1.3 Self Analysis – Attitude, Achievement Motivation

To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within yourself that need to be further developed, changed or eliminated. You can better understand yourself by taking a deep look at what motivates you, what your attitude is like, and what your strengths and weaknesses are.

## 8.1.3 Self Analysis – Attitude, Achievement Motivation

Very simply put, motivation is your reason for acting or behaving in a certain manner. It is important to understand that not everyone is motivated by the same desires – people are motivated by many, many different things. We can understand this better by looking at Maslow's Hierarchy of Needs.

## 8.1.3.2 Maslow's Hierarchy of Needs

Famous American psychologist Abraham Maslow wanted to understand what motivates people. He believed that people have five types of needs, ranging from very basic needs (called physiological needs) to more important needs that are required for self-growth (called self- actualization needs). Between the physiological and self-actualization needs are three other needs – safety needs, belongingness and love needs, and esteem needs. These needs are usually shown as a pyramid with five levels and are known as Maslow's Hierarchy of Needs.

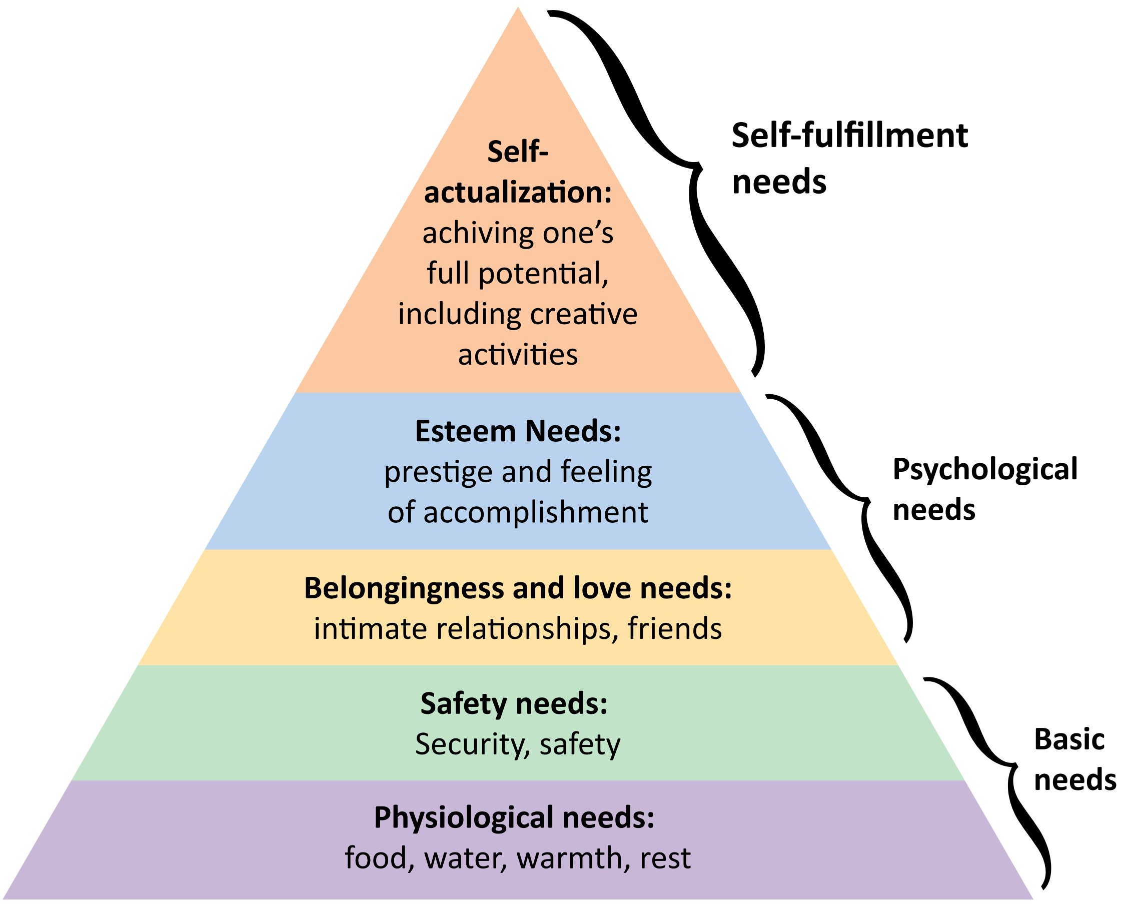



*Fig. 8.1.3.2.1: Mashlow's Hierarchy of Needs*

As you can see from the pyramid, the lowest level depicts the most basic needs. Maslow believed that our behaviour is motivated by our basic needs, until those needs are met. Once they are fulfilled, we move to the next level and are motived by the next level of needs. Let's understand this better with an example.

Rupa comes from a very poor family. She never has enough food, water, warmth or rest. According to Maslow, until Rupa is sure that she will get these basic needs, she will not even think about the next level of needs – her safety needs. But, once Rupa is confident that her basic needs will be met, she will move to the next level, and her behaviour will then be motivated by her need for security and safety. Once these new needs are met, Rupa will once again move to the next level, and be motivated by her need for relationships and friends. Once this need is satisfied, Rupa will then focus on the fourth level of needs – her esteem needs, after which she will move up to the fifth and last level of needs – the desire to achieve her full potential.

## 8.1.3.3 Understanding Achievement Motivation

We now know that people are motivated by basic, psychological and self-fulfillment needs. However, certain people are also motivated by the achievement of highly challenging accomplishments. This is known as Achievement Motivation, or 'need for achievement'.

The level of motivation achievement in a person differs from individual to individual. It is important that entrepreneurs have a high level of achievement motivation – a deep desire to accomplish something important and unique. It is equally important that they hire people who are also highly motivated by challenges and success.

**What Motivates You?**

What are the things that really motivate you? List down five things that really motivate you. Remember to answer honestly!

**I am motivated by:**

**Characteristics of Entrepreneurs with Achievement Motivation**

- Entrepreneurs with achievement motivation can be described as follows:
- Unafraid to take risks for personal accomplishment
- Love being challenged Future-oriented Flexible and adaptive
- Value negative feedback more than positive feedback
- Very persistent when it comes to achieving goals
- Extremely courageous
- Highly creative and innovative
- Restless - constantly looking to achieve more
- Feel personally responsible for solving problems

**Think about it:**

- How many of these traits do you have?
- Can you think of entrepreneurs who display these traits?

## 8.1.3.4 How to Cultivate a Positive Attitude

The good news is attitude is a choice. So it is possible to improve, control and change our attitude, if we decide we want to! The following tips help foster a positive mindset:

- Remember that you control your attitude, not the other way around
- Devote at least 15 minutes a day towards reading, watching or listening to something positive
- Avoid negative people who only complain and stop complaining yourself
- Expand your vocabulary with positive words and delete negative phrases from your mind
- Be appreciative and focus on what's good in yourself, in your life, and in others
- Stop thinking of yourself as a victim and start being proactive
- Imagine yourself succeeding and achieving your goals

## 8.1.3.5 What is Attitude?

Now that we understand why motivation is so important for self-analysis, let's look at the role our attitude plays in better understanding ourselves. Attitude can be described as your tendency (positive or negative), to think and feel about someone or something. Attitude is the foundation for success in every aspect of life. Our attitude can be our best friend or our worst enemy. In other words:

**"The only disability in life is a bad attitude."**

When you start a business, you are sure to encounter a wide variety of emotions, from difficult times and failures to good times and successes. Your attitude is what will see you through the tough times and guide you towards success. Attitude is also infectious. It affects everyone around you, from your customers to your employees to your investors. A positive attitude helps build confidence in the workplace while a negative attitude is likely to result in the demotivation of your people.

## 8.1.3.6 What Are Your Strengths and Weaknesses

Another way to analyze yourself is by honestly identifying your strengths and weaknesses. This will help you use your strengths to your best advantage and reduce your weaknesses.

Note down all your strengths and weaknesses in the two columns below. Remember to be honest with yourself!

| Strengths | Weaknesses |
|---|---|
| | |

## 8.1.3.7 Tips

1. Achievement motivation can be learned.
2. Don't be afraid to make mistakes.
3. Train yourself to finish what you start.
4. Dream big.

## 8.1.4 Honesty & Work Ethics: What is Honesty?

Honesty is the quality of being fair and truthful. It means speaking and acting in a manner that inspires trust. A person who is described as honest is seen as truthful and sincere, and as someone who isn't deceitful or devious and doesn't steal or cheat. There are two dimensions of honesty – one is honesty in communication and the other is honesty in conduct.

Honesty is an extremely important trait because it results in peace of mind and builds relationships that are based on trust. Being dishonest, on the other hand, results in anxiety and leads to relationships full of distrust and conflict.

## 8.1.4 Honesty & Work Ethics: What is Honesty?

Honest individuals have certain distinct characteristics. Some common qualities among honest people are:

- They don't worry about what others think of them. They believe in being themselves – they don't bother about whether they are liked or disliked for their personalities.
- They stand up for their beliefs. They won't think twice about giving their honest opinion, even if they are aware that their point of view lies with the minority.
- They are think skinned. This means they are not affected by others judging them harshly for their honest opinions.
- They forge trusting, meaningful and healthy friendships. Honest people usually surround themselves with honest friends. They have faith that their friends will be truthful and upfront with them at all times.

They are trusted by their peers. They are seen as people who can be counted on for truthful and objective feedback and advice.

- **Honesty and employees:** When entrepreneurs build honest relationships with their employees, it leads to more transparency in the workplace, which results in higher work performance and better results.
- **Honesty and investors:** For entrepreneurs, being honest with investors means not only sharing strengths but also candidly disclosing current and potential weaknesses, problem areas and solution strategies. Keep in mind that investors have a lot of experience with startups and are aware that all new companies have problems. Claiming that everything is perfectly fine and running smoothly is a red flag for most investors.
- **Honesty with oneself:** The consequences of being dishonest with oneself can lead to dire results, especially in the case of entrepreneurs. For entrepreneurs to succeed, it is critical that they remain realistic about their situation at all times, and accurately judge every aspect of their enterprise for what it truly is.

## 8.1.4.2 Importance of Honesty in Entrepreneurs

One of the most important characteristics of entrepreneurs is honesty. When entrepreneurs are honest with their customers, employees and investors, it shows that they respect those that they work with. It is also important that entrepreneurs remain honest with themselves. Let's look at how being honest would lead to great benefits for entrepreneurs.

- **Honesty and customers:** When entrepreneurs are honest with their customers it leads to stronger relationships, which in turn results in business growth and a stronger customer network.

## 8.1.4.3 What are Work Ethics?

Being ethical in the workplace means displaying values like honesty, integrity and respect in all your decisions and communications. It means not displaying negative qualities like lying, cheating and stealing.

Workplace ethics play a big role in the profitability of a company. It is as crucial to an enterprise as high morale and teamwork. This is why most companies lay down specific workplace ethic guidelines that must compulsorily be followed by their employees. These guidelines are typically outlined in a company's employee handbook.

## 8.1.4.4 Elements of a Strong Work Ethic

An entrepreneur must display strong work ethics, as well as hire only those individuals who believe in and display the same level of ethical behavior in the workplace. Some elements of a strong work ethic are:

- **Professionalism:** This involves everything from how you present yourself in a corporate setting to the manner in which you treat others in the workplace.
- **Respectfulness:** This means remaining poised and diplomatic regardless of how stressful or volatile a situation is.
- **Dependability:** This means always keeping your word, whether it's arriving on time for a meeting or delivering work on time.

- **Dedication:** This means refusing to quit until the designated work is done, and completing the work at the highest possible level of excellence.
- **Determination:** This means embracing obstacles as challenges rather than letting them stop you, and pushing ahead with purpose and resilience to get the desired results.
- **Accountability:** This means taking responsibility for your actions and the consequences of your actions, and not making excuses for your mistakes.
- **Humility:** This means acknowledging everyone's efforts and had work, and sharing the credit for accomplishments.

### 8.1.4.5 How to Foster a Good Work Ethic

As an entrepreneur, it is important that you clearly define the kind of behaviour that you expect from each and every team member in the workplace. You should make it clear that you expect employees to display positive work ethics like:

- **Honesty:** All work assigned to a person should be done with complete honesty, without any deceit or lies.
- Good attitude: All team members should be optimistic, energetic, and positive.
- **Reliability:** Employees should show up where they are supposed to be, when they are supposed to be there.
- **Good work habits:** Employees should always be well groomed, never use inappropriate language, conduct themselves professionally at all times, etc.
- **Initiative:** Doing the bare minimum is not enough. Every team member needs to be proactive and show initiative.
- **Trustworthiness:** Trust is non-negotiable. If an employee cannot be trusted, it's time to let that employee go.
- **Respect:** Employees need to respect the company, the law, their work, their colleagues and themselves.
- **Integrity:** Each and every team member should be completely ethical and must display above board behaviour at all times.
- **Efficiency:** Efficient employees help a company grow while inefficient employees result in a waste of time and resources.

### 8.1.4.6 Tips

1. Don't get angry when someone tells you the truth and you don't like what you hear.
2. Always be willing to accept responsibility for your mistakes.

### 8.1.5 Creativity & Innovation

What is Creativity

Creativity means thinking outside the box. It means viewing things in new ways or from different perspectives, and then converting these ideas into reality. Creativity involves two parts: thinking and producing. Simply having an idea makes you imaginative, not creative. However, having an idea and acting on it makes you creative.

**Characteristics of Highly Creative People**

Some characteristics of creative people are:

- They are imaginative and playful
- They see issues from different angles
- They notice small details
- They have very little tolerance for boredom
- They detest rules and routine
- They love to daydream
- They are very curious

**What is Innovation?**

There are many different definitions of innovation. In simple terms, innovation means turning an idea into a solution that adds value. It can also mean adding value by implementing a new product, service or process, or significantly improving on an existing product, service or process.

**Characteristics of Highly Innovative People**

- Some characteristics of highly innovative people are:
- They embrace doing things differently
- They don't believe in taking shortcuts
- They are not afraid to be unconventional
- They are highly proactive and persistent
- They are organized, cautious and risk-averse

## 8.1.5.1 Tips

1. Take regular breaks from your creative work to recharge yourself and gain fresh perspective.
2. Build prototypes frequently, test them out, get feedback, and make the required changes.

## 8.1.6 Time Management

Management is the process organizing your time, and deciding how to allocate your time between different activities. Good time management is the difference between working smart (getting more done in less time) and working hard (working for more time to get more done).

Effective time management leads to an efficient work output, even when you are faced with tight deadlines and high pressure situations. On the other hand, not managing your time effectively results in inefficient output and increases stress and anxiety.

Benefits of Time Management

Time management can lead to huge benefits like:

- Greater productivity
- Higher efficiency
- Better professional reputation
- Reduced stress

- Higher chances for career advancement
- Greater opportunities to achieve goals

Not managing time effectively can result in undesirable consequences like:

- Missing deadlines
- Inefficient work output
- Substandard work quality
- Poor professional reputation
- Stalled career
- Increase in stress and anxiety

## 8.1.6.1 Traits of Effective Time Managers

Some traits of effective time managers are:

- They begin projects early They set daily objectives
- They modify plans if required, to achieve better results
- They are flexible and open-minded
- They inform people in advance if their help will be required
- They know how to say no
- They break tasks into steps with specific deadlines
- They continually review long term goals
- They think of alternate solutions if and when required
- They ask for help when required They create backup plans

## 8.1.6.2 Effective Time Management Techniques

You can manage your time better by putting into practice certain time management techniques. Some helpful tips are:

- **Plan out your day as well as plan for interruptions.** Give yourself at least 30 minutes to figure out your time plan. In your plan, schedule some time for interruptions.
- **Put up a "Do Not Disturb" sign** when you absolutely have to complete a certain amount of work.
- **Close your mind to all distractions.** Train yourself to ignore ringing phones, don't reply to chat messages and disconnect from social media sites.
- **Delegate your work.** This will not only help your work get done faster, but will also show you the unique skills and abilities of those around you.
- **Stop procrastinating.** Remind yourself that procrastination typically arises due to the fear of failure or the belief that you cannot do things as perfectly as you wish to do them.
- **Prioritize.** List each task to be completed in order of its urgency or importance level. Then focus on completing each task, one by one.
- **Maintain a log of your work activities.** Analyze the log to help you understand how efficient you are, and how much time is wasted every day.
- **Create time management goals** to reduce time wastage.

## 8.1.6.3 Tips

1. Always complete the most important tasks first.
2. Get at least 7 – 8 hours of sleep every day.
3. Start your day early.
4. Don't waste too much time on small, unimportant details.
5. Set a time limit for every task that you will undertake.
6. Give yourself some time to unwind between tasks.

## 8.1.7 Anger Management

Anger management is the process of:

1. Learning to recognize the signs that you, or someone else, is becoming angry.
2. Taking the best course of action to calm down the situation in a positive way Anger management does not mean suppressing anger.

**Importance of Anger Management**

Anger is a perfectly normal human emotion. In fact, when managed the right way, anger can be considered a healthy emotion. However, if it is not kept in check, anger can make us act inappropriately and can lead to us saying or doing things that we will likely later regret.

**Extreme anger can:**

- **Hurt you physically:** It leads to heart disease, diabetes, a weakened immune system, insomnia, and high blood pressure.
- **Hurt you mentally:** It can cloud your thinking and lead to stress, depression and mental health issues.
- **Hurt your career:** It can result in alienating your colleagues, bosses, clients and lead to the loss of respect.
- **Hurt your relationships:** It makes it hard for your family and friends to trust you, be honest with you and feel comfortable around you.

This is why anger management, or managing anger appropriately, is so important.

## 8.1.7.1 Anger Management Strategies

Here are some strategies that can help you control your anger:

**Strategy 1: Relaxation:** Something as simple as breathing deeply and looking at relaxing images works wonders in calming down angry feelings. Try this simple breathing exercise:

- Take a deep breath from your diaphragm (don't breathe from your chest)
- Visualize your breath coming up from your stomach
- Keep repeating a calming word like 'relax' or 'take it easy' (remember to keep breathing deeply while repeating the word)
- Picture a relaxing moment (this can be from your memory or your imagination)

Follow this relaxation technique daily, especially when you realize that you're starting to feel angry.

**Strategy 2: Cognitive Restructuring:** Cognitive restructuring means changing the manner in which you think. Anger can make you curse, swear, exaggerate and act very dramatically. When this happens, force yourself to replace your angry thoughts with more logical ones. For instance, instead of thinking 'Everything is ruined' change your mindset and tell yourself 'It's not the end of the world and getting angry won't solve this'.

**Strategy 3: Problem Solving:** Getting angry about a problem that you cannot control is a perfectly natural response. Sometimes, try as you may, there may not be a solution to the difficulty you are faced with. In such cases, stop focusing on solving the problem, and instead focus on handling and facing the problem. Remind yourself that you will do your best to deal with the situation, but that you will not blame yourself if you don't get the solution you desire.

**Strategy 4: Better Communication:** When you're angry, it is very easy to jump to inaccurate conclusions. In this case, you need to force yourself to stop reacting, and think carefully about what you want to say, before saying it. Avoid saying the first thing that enters your head. Force yourself to listen carefully to what the other person is saying. Then think about the conversation before responding.

**Strategy 5: Changing Your Environment:** If you find that your environment is the cause of your anger, try and give yourself a break from your surroundings. Make an active decision to schedule some personal time for yourself, especially on days that are very hectic and stressful. Having even a brief amount of quiet or alone time is sure to help calm you down.

## 8.1.7.2 Tips for Anger Management

- The following tips will help you keep your anger in check:
- Take some time to collect your thoughts before you speak out in anger.
- Express the reason for your anger in an assertive, but non-confrontational manner once you have calmed down.
- Do some form of physical exercise like running or walking briskly when you feel yourself getting angry.
- Make short breaks part of your daily routine, especially during days that are stressful. Focus on how to solve a problem that's making you angry, rather than focusing on the fact that the problem is making you angry.

## 8.1.8 Stress Management

We say we are 'stressed' when we feel overloaded and unsure of our ability to deal with the pressures placed on us. Anything that challenges or threatens our well-being can be defined as a stress. It is important to note that stress can be good and bad. While good stress keeps us going, negative stress undermines our mental and physical health. This is why it is so important to manage negative stress effectively.

**Causes of Stress**

Stress can be caused by internal and external factors.

**Internal causes of stress:**

- Constant worry
- Rigid thinking
- Unrealistic expectations
- Pessimism
- Negative self-talk
- All in or all out attitude

**External causes of stress:**

- Major life changes
- Difficulties with relationships
- Having too much to do
- Difficulties at work or in school
- Financial difficulties
- Worrying about one's children and/or family

## 8.1.8.1 Symptoms of Stress

Stress can manifest itself in numerous ways. Take a look at the cognitive, emotional, physical and behavioral symptoms of stress.

| Cognitive Symptoms | Emotional Symptoms |
|---|---|
| • Memory problems<br>• Concentration issues<br>• Lack of judgement<br>• Pessimism<br>• Anxiety<br>• Constant worrying | • Depression<br>• Agitation<br>• Irritability<br>• Loneliness<br>• Anxiety<br>• Anger |

| Physical Symptoms | Behavioral Symptoms |
|---|---|
| • Aches and pain<br>• Diarrhea or constipation<br>• Nausea<br>• Dizziness<br>• Chest pain and/or rapid heartbeat<br>• Frequent cold or flu like feelings | • Increase or decrease in appetite<br>• Over sleeping or not sleeping enough<br>• Withdrawing socially<br>• Ignoring responsibilities<br>• Consumption of alcohol or cigarettes<br>• Nervous habits like nail biting, pacing etc. |

## 8.1.8.2 Tips for Stress Management

The following tips can help you manage your stress better:

- Note down the different ways in which you can handle the various sources of your stress.
- Remember that you cannot control everything, but you can control how you respond.
- Discuss your feelings, opinions and beliefs rather than reacting angrily, defensively or passively.
- Practice relaxation techniques like meditation, yoga or tai chi when you start feeling stressed.
- Devote a part of your day towards exercise.
- Eat healthy foods like fruits and vegetables. Avoid unhealthy foods especially those containing large amounts of sugar.
- Plan your day so that you can manage your time better, with less stress.
- Say no to people and things when required.
- Schedule time to pursue your hobbies and interests.
- Ensure you get at least 7-8 hours of sleep.
- Reduce your caffeine intake.
- Increase the time spent with family and friends.

# UNIT 8.2: Digital Literacy: A Recap

## Unit Objectives

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

1. Identify the basic parts of a computer
2. Identify the basic parts of a keyboard
3. Recall basic computer terminology
4. Recall basic computer terminology
5. Recall the functions of basic computer keys
6. Discuss the main applications of MS Office
7. Discuss the benefits of Microsoft Outlook
8. Discuss the different types of e-commerce
9. List the benefits of e-commerce for retailers and customers
10. Discuss how the Digital India campaign will help boost e-commerce in India
11. Describe how you will sell a product or service on an e-commerce platform

## 8.1.7 Anger Management

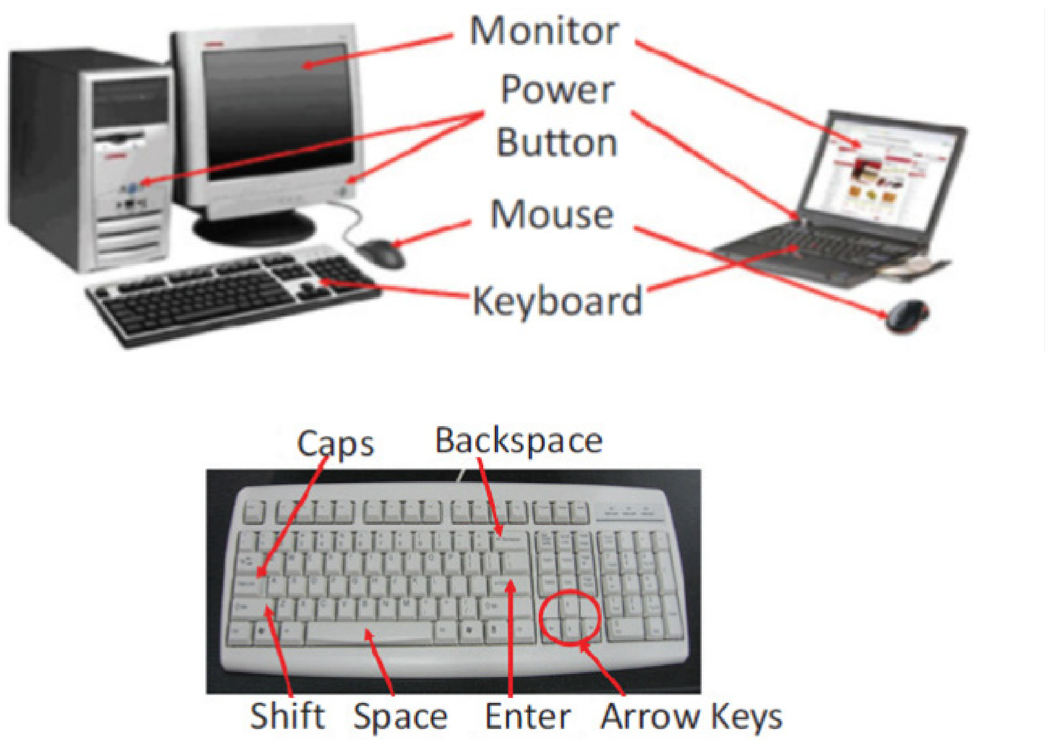



*Fig. 8.2.1.1: Computer and Internet Basics*

## 8.2.1.1 Basic Parts of a Computer

1. **Central Processing Unit (CPU):** The brain of the computer. It interprets and carries out program instructions.
2. **Hard Drive:** A device that stores large amounts of data.
3. **Monitor:** The device that contains the computer screen where the information is visually displayed.
4. **Desktop:** The first screen displayed after the operating system loads.
5. **Background:** The image that fills the background of the desktop.
6. **Mouse:** A hand-held device used to point to items on the monitor.
7. **Speakers:** Devices that enable you to hear sound from the computer.
8. **Printer:** A device that converts output from a computer into printed paper documents.
9. **Icon:** A small picture or image that visually represents something on your computer.
10. **Cursor:** An arrow which indicates where you are positioned on the screen.
11. **Program Menu:** A list of programs on your computer that can be accessed from the Start menu.
12. **Taskbar:** The horizontal bar at the bottom of the computer screen that lists applications that are currently in use.
13. **Recycle Bin:** A temporary storage for deleted files.

## 8.2.1.2 Basic Internet Terms

- **The Internet:** Avast, international collection of computer networks that transfers information.
- **The World Wide Web:** A system that lets you access information on the Internet.
- **Website:** A location on the World Wide Web (and Internet) that contains information about a specific topic.
- **Homepage:** Provides information about a website and directs you to other pages on that website.
- **Link/Hyperlink:** A highlighted or underlined icon, graphic, or text that takes you to another file or object.
- **Web Address/URL:** The address for a website.
- **Address Box:** A box in the browser window where you can type in a web address.

## 8.2.1.3 Basic Computer Keys

- **Arrow Keys:** Press these keys to move your cursor.
- **Space bar:** Adds a space.
- **Enter/Return:** Moves your cursor to a new line.
- **Shift:** Press this key if you want to type a capital letter or the upper symbol of a key.
- **Caps Lock:** Press this key if you want all the letters you type to be capital letters. Press it again to revert back to typing lowercase letters.
- **Backspace:** Deletes everything to the left of your cursor.

## 8.2.1.4 Tips

1. When visiting a .com address, there no need to type http:// or even www. Just type the name of the website and then press Ctrl + Enter. (Example: Type 'apple' and press Ctrl + Enter to go to www.apple.com)
2. Press the Ctrl key and press the + or - to increase and decrease the size of text.
3. Press F5 or Ctrl + R to refresh or reload a web page.

## 8.2.2 MS Office and Email

**About MS Office**

MS Office or Microsoft Office is a suite of computer programs developed by Microsoft. Although meant for all users, it offers different versions that cater specifically to students, home users and business users. All the programs are compatible with both, Windows and Macintosh.

**Most Popular Office Products**

Some of the most popular and universally used MS Office applications are:

1. **Microsoft Word:** Allows users to type text and add images to a document.
2. **Microsoft Excel:** Allows users to enter data into a spreadsheet and create calculations and graphs.
3. **Microsoft PowerPoint:** Allows users to add text, pictures and media and create slideshows and presentations.
4. **Microsoft Outlook:** Allows users to send and receive email.
5. **Microsoft OneNote:** Allows users to make drawings and notes with the feel of a pen on paper.
6. **Microsoft Access:** Allows users to store data over many tables.

**Why Choose Microsoft Outlook**

A popular email management choice especially in the workplace, Microsoft Outlook also includes an address book, notebook, web browser and calendar. Some major benefits of this program are:

- **Integrated search function:** You can use keywords to search for data across all Outlook programs.
- **Enhanced security:** Your email is safe from hackers, junk mail and phishing website email.
- **Email syncing:** Sync your mail with your calendar, contact list, notes in One Note and...your phone!
- **Offline access to email:** No Internet? No problem! Write emails offline and send them when you're connected again.

## 8.2.1.4 Tips

1. Press Ctrl+R as a shortcut method to reply to email.
2. Set your desktop notifications only for very important emails.
3. Flag messages quickly by selecting messages and hitting the Insert key.
4. Save frequently sent emails as a template to reuse again and again.
5. Conveniently save important emails as files.

## 8.2.3 E-Commerce

**What is E-Commerce**

E-commerce is the buying or selling of goods and services, or the transmitting of money or data, electronically on the internet. E-Commerce is the short form for "electronic commerce."

**Examples of E-Commerce:**

- Online shopping Online auctions
- Online ticketing
- Electronic payments
- Internet banking

**Types of E-Commerce**

E-commerce can be classified based on the types of participants in the transaction. The main types of e-commerce are:

- **Business to Business (B2B):** Both the transacting parties are businesses.
- **Business to Consumer (B2C):** Businesses sell electronically to end-consumers.
- **Consumer to Consumer (C2C):** Consumers come together to buy, sell or trade items to other consumers.
- **Consumer-to-Business (C2B):** Consumers make products or services available for purchase to companies looking for exactly those services or products.
- **Business-to-Administration (B2A):** Online transactions conducted between companies and public administration.
- **Consumer-to-Administration (C2A):** Online transactions conducted between individuals and public administration.

## 8.2.3 E-Commerce

The e-commerce business provides some benefits for retailers and customers.

**Benefits for retailers:**

- Establishes an online presence
- Reduces operational costs by removing overhead costs
- Increases brand awareness through the use of good keywords
- Increases sales by removing geographical and time constraints

**Benefits for customers:**

- Offers a wider range of choice than any physical store
- Enables goods and services to be purchased from remote locations
- Enables consumers to perform price comparisons

## 8.2.3.2 Digital India Campaign

Prime Minister Narendra Modi launched the Digital India campaign in 2015, with the objective of offering every citizen of India access to digital services, knowledge and information. The campaign aims to improve the country's online infrastructure and increase internet connectivity, thus boosting the e-commerce industry.

Currently, the majority of online transactions come from tier 2 and tier 3 cities. Once the Digital India campaign is in place, the government will deliver services through mobile connectivity, which will help deliver internet to remote corners of the country. This will help the e-commerce market to enter India's tier 4 towns and rural areas.

**E-Commerce Activity**

Choose a product or service that you want to sell online. Write a brief note explaining how you will use existing e-commerce platforms, or create a new e-commerce platform, to sell your product or service.

## 8.2.3.3 Tips

1. Before launching your e-commerce platform, test everything.
2. Pay close and personal attention to your social media.

# UNIT 8.3: Money Matters

## Unit Objectives

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

1. Discuss the importance of saving money
2. Discuss the benefits of saving money
3. Discuss the main types of bank accounts
4. Describe the process of opening a bank account
5. Differentiate between fixed and variable costs
6. Describe the main types of investment options
7. Describe the different types of insurance products
8. Describe the different types of taxes
9. Discuss the uses of online banking
10. Discuss the main types of electronic funds transfers

## 8.3.1 Personal Finance – Why to Save

**Importance of Saving**

We all know that the future is unpredictable. You never know what will happen tomorrow, next week or next year. That's why saving money steadily through the years is so important. Saving money will help improve your financial situation over time. But more importantly, knowing that you have money stashed away for an emergency will give you peace of mind. Saving money also opens the door to many more options and possibilities.

**Benefits of Saving**

Inculcating the habit of saving leads to a vast number of benefits. Saving helps you:

- **Become financially independent:** When you have enough money saved up to feel secure you can start making your choices, from taking a vacation whenever you want, to switching careers or starting your own business.
- **Invest in yourself through education:** Through saving, you can earn enough to pay up for courses that will add to your professional experience and ultimately result in higher paying jobs.
- **Get out of debt:** Once you have saved enough as a reserve fund, you can use your savings to pay off debts like loans or bills that have accumulated over time.
- **Be prepared for surprise expenses:** Having money saved enables you to pay for unforeseen expenses like sudden car or house repairs, without feeling financially stressed.
- **Pay for emergencies:** Saving helps you deal with emergencies like sudden health issues or emergency trips without feeling financially burdened.
- **Afford large purchases and achieve major goals:** Saving diligently makes it possible to place down payments towards major purchases and goals, like buying a home or a car.
- **Retire:** The money you have saved over the years will keep you comfortable when you no longer have the income you would get from your job.

## 8.3.1.1 Tips

1. Break your spending habit. Try not spending on one expensive item per week, and put the money that you would have spent into your savings.
2. Decide that you will not buy anything on certain days or weeks and stick to your word.

## 8.3.2 Types of Bank Accounts

In India, banks offer four main types of bank accounts. These are:

1. Current Accounts
2. Savings Accounts
3. Recurring Deposit Accounts
4. Fixed Deposit Accounts

**Current Accounts**

Current accounts offer the most liquid deposits and thus, are best suited for businessmen and companies. As these accounts are not meant for investments and savings, there is no imposed limit on the number or amount of transactions that can be made on any given day. Current account holders are not paid any interest on the amounts held in their accounts. They are charged for certain services offered on such accounts.

**Savings Accounts**

Savings accounts are meant to promote savings, and are therefore the number one choice for salaried individuals, pensioners and students. While there is no restriction on the number and amount of deposits made, there are usually restrictions on the number and amount of withdrawals. Savings account holders are paid interest on their savings.

**Recurring Deposit Accounts**

Recurring Deposit accounts, also called RD accounts, are the accounts of choice for those who want to save an amount every month, but are unable to invest a large sum at one time. Such account holders deposit a small, fixed amount every month for a pre-determined period (minimum 6 months). Defaulting on a monthly payment results in the account holder being charged a penalty amount. The total amount is repaid with interest at the end of the specified period.

**Fixed Deposit Accounts**

Fixed Deposit accounts, also called FD accounts, are ideal for those who wish to deposit their savings for a long term in return for a high rate of interest. The rate of interest offered depends on the amount deposited and the time period, and also differs from bank to bank. In the case of an FD, a certain amount of money is deposited by the account holder for a fixed period of time. The money can be withdrawn when the period expires. If necessary, the depositor can break the fixed deposit prematurely. However, this usually attracts a penalty amount which also differs from bank to bank.

## 8.3.2 Types of Bank Accounts

Opening a bank account is quite a simple process. Take a look at the steps to open an account of your own:

**Step 1: Fill in the Account Opening Form**

This form requires you to provide the following information:

- Personal details (name, address, phone number, date of birth, gender, occupation, address)
- Method of receiving your account statement (hard copy/email)
- Details of your initial deposit (cash/cheque)
- Manner of operating your account (online/mobile banking/traditional via cheque, slip books) Ensure that you sign wherever required on the form.

**Step 2: Affix your Photograph**

Stick a recent photograph of yourself in the allotted space on the form.

**Step 3: Provide your Know Your Customer (KYC) Details**

KYC is a process that helps banks verify the identity and address of their customers. To open an account, every individual needs to submit certain approved documents with respect to photo identity (ID) and address proof. Some Officially Valid Documents (OVDs) are:

- Passport
- Driving License
- Voters' Identity Card
- PAN Card
- UIDAI (Aadhaar) Card

**Step 4: Submit All your Documents**

Submit the completed Account Opening Form and KYC documents. Then wait until the forms are processed and your account has been opened!

## 8.3.2.2 Tips

1. Select the right type of account.
2. Fill in complete nomination details.
3. Ask about fees.
4. Understand the rules.
5. Check for online banking – it's convenient!
6. Keep an eye on your bank balance.

## 8.3.3 Costs: Fixed vs Variable

What are Fixed and Variable Costs

- Fixed costs and variable costs together make up a company's total cost. These are the two types of costs that companies have to bear when producing goods and services.
- A fixed cost does not change with the volume of goods or services a company produces. It always remains the same.

- A variable cost, on the other hand, increases and decreases depending on the volume of goods and services produced. In other words, it varies with the amount produced.

**Differences Between Fixed and Variable Costs**

Let's take a look at some of the main differences between fixed and variable costs:

| Criteria | Fixed Costs | Variable Costs |
|---|---|---|
| Meaning | A cost that stays the same, regardless of the output produced. | A cost that changes when the |
| Nature | Time related. | Incurred |
| Incurred | Incurred irrespective of units being produced. | Incurred only when units are produced. |
| Unit cost | Inversely proportional to the number of units produced. | Remains the same, per unit. |
| Examples | Depreciation, rent, salary, insurance, tax etc. | Material consumed, wages, commission on sales, packing expenses, etc. |

## 8.3.2.2 Tips

1. When trying to determine whether a cost is fixed or variable, simply ask the following question: Will the particular cost change if the company stopped its production activities? If the answer is no, then it is a fixed cost. If the answer is yes, then it is probably a variable cost.

## 8.3.4 Investment, Insurance and Taxes

**Investment**

Investment means that money is spent today with the aim of reaping financial gains at a future time. The main types of investment options are as follows:

- **Bonds:** Bonds are instruments used by public and private companies to raise large sums of money – too large to be borrowed from a bank. These bonds are then issued in the public market and are bought by lenders.
- **Stocks:** Stocks or equity are shares that are issued by companies and are bought by the general public.
- **Small Savings Schemes:** Small Savings Schemes are tools meant to save money in small amounts. Some popular schemes are the Employees Provident Fund, Sukanya Samriddhi Scheme and National Pension Scheme.
- **Mutual Funds:** Mutual Funds are professionally managed financial instruments that invest money in different securities on behalf of investors.
- **Fixed Deposits:** A fixed amount of money is kept aside with a financial institution for a fixed amount of time in return for interest on the money.
- **Real Estate:** Loans are taken from banks to purchase real estate, which is then leased or sold with the aim of making a profit on the appreciated property price.

- **Hedge Funds:** Hedge funds invest in both financial derivatives and/or publicly traded securities.
- **Private Equity:** Private Equity is trading in the shares of an operating company that is not publicly listed and whose shares are not available on the stock market.
- **Venture Capital:** Venture Capital involves investing substantial capital in a budding company in return for stocks in that company.

**Insurance**

There are two types of insurance:

1. Life Insurance
2. Non-Life or General Insurance.

**Life Insurance Products**

The main life insurance products are:

- **Term Insurance:** This is the simplest and cheapest form of insurance. It offers financial protection for a specified tenure, say 15 to 20 years. In the case of your death, your family is paid the sum assured. In the case of your surviving the term, the insurer pays nothing.
- **Endowment Policy:** This offers the dual benefit of insurance and investment. Part of the premium is allocated towards the sum assured, while the remaining premium gets invested in equity and debt. It pays a lump sum amount after the specified duration or on the death of the policyholder, whichever is earlier.
- **Unit-Linked Insurance Plan (ULIP):** Here part of the premium is spent on the life cover, while the remaining amount is invested in equity and debt. It helps develop a regular saving habit.
- **Money Back Life Insurance:** While the policyholder is alive, periodic payments of the partial survival benefits are made during the policy tenure. On the death of the insured, the insurance company pays the full sum assured along with survival benefits.
- **Whole Life Insurance:** It offers the dual benefit of insurance and investment. It offers insurance cover for the whole life of the person or up to 100 years whichever is earlier.

**General Insurance**

General Insurance deals with all insurance covering assets like animals, agricultural crops, goods, factories, cars and so on.

**General Insurance Products:**

- **Motor Insurance:** This can be divided into Four Wheeler Insurance and Two Wheeler Insurance.
- **Health Insurance:** The main types of health insurance are individual health insurance, family floater health insurance, comprehensive health insurance and critical illness insurance.
- **Travel Insurance:** This can be categorised into Individual Travel Policy, Family Travel Policy, Student Travel Insurance and Senior Citizen Health Insurance.
- **Home Insurance:** This protects the house and its contents from risk.
- **Marine Insurance:** This insurance covers goods, freight, cargo etc. against loss or damage during transit by rail, road, sea and/or air.

**Taxes**

There are two types of taxes:

1. Direct Taxes
2. Indirect Taxes.

### Direct Tax

Direct taxes are levied directly on an entity or a person and are non-transferrable. Some examples of Direct Taxes are:

- **Income Tax:** This tax is levied on your earning in a financial year. It is applicable to both, individuals and companies.
- **Capital Gains Tax:** This tax is payable whenever you receive a sizable amount of money. It is usually of two types – short term capital gains from investments held for less than 36 months and long term capital gains from investments held for longer than 36 months.
- **Securities Transaction Tax:** This tax is added to the price of a share. It is levied every time you buy or sell shares.
- **Perquisite Tax:** This tax is levied is on perks that have been acquired by a company or used by an employee.
- **Corporate Tax:** Corporate tax is paid by companies from the revenue they earn.

### Indirect Tax

Indirect taxes are levied on goods or services. Some examples of Indirect Taxes are:

- **Sales Tax:** Sales Tax is levied on the sale of a product.
- **Service Tax:** Service Tax is added to services provided in India.
- **Value Added Tax:** Value Added Tax is levied at the discretion of the state government. The tax is levied on goods sold in the state. The tax amount is decided by the state.
- **Customs Duty & Octroi:** Customs Duty is a charge that is applied on purchases that are imported from another country. Octroi is levied on goods that cross state borders within India.
- **Excise Duty:** Excise Duty is levied on all goods manufactured or produced in India.

## 8.3.4.1 Tips

1. Think about how quickly you need your money back and pick an investment option accordingly.
2. Ensure that you are buying the right type of insurance policy for yourself.
3. Remember, not paying taxes can result in penalties ranging from fines to imprisonment.

## 8.3.5 Online Banking, NEFT, RTGS, etc.

### What is Online Banking

Internet or online banking allows account holders to access their account from a laptop at any location. In this way, instructions can be issued. To access an account, account holders simply need to use their unique customer ID number and password.

**Internet banking can be used to:**

- Find out an account balance
- Transfer amounts from one account to another
- Arrange for the issuance of cheques
- Instruct payments to be made
- Request for a cheque book
- Request for a statement of accounts
- Make a fixed deposit

**Electronic Funds Transfers**

Electronic funds transfer is a convenient way of transferring money from the comfort of one's own home, using integrated banking tools like internet and mobile banking.

Transferring funds via an electronic gateway is extremely convenient. With the help of online banking, you can choose to:

- Transfer funds into your own accounts of the same bank.
- Transfer funds into different accounts of the same bank.
- Transfer funds into accounts in different banks, using NEFT.
- Transfer funds into other bank accounts using RTGS.
- Transfer funds into various accounts using IMPS.

**NEFT**

NEFT stands for National Electronic Funds Transfer. This money transfer system allows you to electronically transfer funds from your respective bank accounts to any other account, either in the same bank or belonging to any other bank. NEFT can be used by individuals, firms and corporate organizations to transfer funds between accounts.

In order to transfer funds via NEFT, two things are required:

- A transferring bank
- A destination bank

Before you can transfer funds through NEFT, you will need to register the beneficiary who will be receiving the funds. In order to complete this registration, you will require the following

- Recipient's name
- Recipient's account number
- Recipient's bank's name
- Recipient's bank's IFSC code

**RTGS**

RTGS stands for Real Time Gross Settlement. This is a real time funds transfer system which enables you to transfer funds from one bank to another, in real time or on a gross basis. The transferred amount is immediately deducted from the account of one bank, and instantly credited to the other bank's account. The RTGS payment gateway is maintained by the Reserve Bank of India. The transactions between banks are made electronically.

RTGS can be used by individuals, companies and firms to transfer large sums of money. Before remitting funds through RTGS, you will need to add the beneficiary and his bank account details via your online banking account. In order to complete this registration, you will require the following information:

- Name of the beneficiary
- Beneficiary's account number
- Beneficiary's bank address
- Bank's IFSC code

**IMPS**

IMPS stands for Immediate Payment Service. This is a real-time, inter-bank, electronic funds transfer system used to transfer money instantly within banks across India. IMPS enables users to make instant electronic transfer payments using mobile phones through both, Mobile Banking and SMS. It can also be used through ATMs and online banking. IMPS is available 24 hours a day and 7 days a week. The system features a secure transfer gateway and immediately confirms orders that have been fulfilled.

To transfer money through IMPS, the you need to:

- Register for IMPS with your bank
- Receive a Mobile Money Identifier (MMID) from the bank
- Receive a MPIN from the bank

Once you have both these, you can login or make a request through SMS to transfer a particular amount to a beneficiary.

For the beneficiary to receive the transferred money, he must:

- Link his mobile number with his respective account
- Receive the MMID from the bank

In order to initiate a money transfer through IMPS, you will need to enter the following information:

- The beneficiary's mobile number
- The beneficiary's MMID
- The transfer amount
- Your MPIN

As soon as money has been deducted from your account and credited into the beneficiary's account, you will be sent a confirmation SMS with a transaction reference number, for future reference.

## 8.3.5.1 Differences Between NEFT, RTGS & IMPS

| Criteria | NEFT | RTGS | IMPS |
|---|---|---|---|
| Settlement | Done in Batches | Real-Time | Real-Time |
| Full Form | National Electronic Fund Transfer | Real Time Gross Settlement | Immediate Payment Service |
| Timing on Monday to Friday | 8.00 am - 6.30 pm | 9.00 am - 4.30 pm | 24x7 |
| Timing on Saturday | 8.00 am - 7.00 p.m. | 9.00 am - 1.30 pm | 24x7 |
| Minimum amount of money transfer limit | ₹1 | ₹2 lacs | ₹1 |
| Maximum amount of money transfer limit | ₹10 lacs | ₹10 lacs per day | ₹2 lacs |
| Maximum charges as per RBI | Upto 10,000 - ₹2.5<br>above 10,000 - ₹1 lac - ₹5<br>above 1-2 lacs - ₹15<br>above 2-5 lacs - ₹25<br>above 5-10 lacs - ₹25 | above 2-5 lacs - ₹25<br>above 5-10 lacs - ₹50 | Upto 10,000 - ₹5<br>above 10,000 - ₹1 lac - ₹5<br>above 1-2 lacs - ₹15 |

## 8.3.4.1 Tips

1. Never click on any links in any e-mail message to access your online banking website.
2. You will never be asked for your credit or debit card details while using online banking.
3. Change your online banking password regularly.

# UNIT 8.4: Preparing for Employment & Self Employment

## Unit Objectives

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

1. Discuss the steps to prepare for an interview
2. Discuss the steps to create an effective Resume
3. Discuss the most frequently asked interview questions
4. Discuss how to answer the most frequently asked interview questions
5. Discuss basic workplace terminology

## 8.4.1 Interview Preparation: How to Prepare for an Interview

The success of your getting the job that you want depends largely on how well your interview for that job goes. Therefore, before you go in for your interview, it is important that you prepare for it with a fair amount of research and planning. Take a look at the steps to follow in order to be well prepared for an interview:

1. **Research the organization that you are having the interview with.**
   - Studying the company beforehand will help you be more prepared at the time of the interview. Your knowledge of the organization will help you answer questions at the time of the interview, and will leave you looking and feeling more confident. This is sure to make you stand out from other, not as well informed, candidates.
   - Look for background information on the company. Ty and find an overview of the company and its industry profile.
   - Visit the company website to get a good idea of what the company does. A company website offers a wealth of important information. Read and understand the company's mission statement. Pay attention to the company's products/services and client list. Read through any press releases to get an idea of the company's projected growth and stability.
   - Note down any questions that you have after your research has been completed.
2. **Think about whether your skills and qualifications match the job requirements.**
   - Carefully read through and analyze the job description.
   - Make a note of the knowledge, skills and abilities required to fulfill the job requirements.
   - Take a look at the organization hierarchy. Figure out where the position you are applying for fits into this hierarchy.
3. **Go through the most typical interview questions asked, and prepare your responses.**
   - Remember, in most interviews a mix of resume-based, behavioral and case study questions are asked.
   - Think about the kind of answers you would like to provide to typical questions asked in these three areas.
   - Practice these answers until you can express them confidently and clearly.
4. **Plan your attire for the interview.**
   - It is always safest to opt for formal business attire, unless expressly informed to dress in business casual (in which case you should use your best judgement).

- Ensure that your clothes are clean and well-ironed. Pick neutral colours – nothing too bright or flashy.
- The shoes you wear should match your clothes, and should be clean and suitable for an interview.
- Remember, your aim is to leave everyone you meet with the impression that you are a professional and highly efficient person.

5. **Ensure that you have packed everything that you may require during the interview.**
   - Carry a few copies of your resume. Use a good quality paper for your resume print outs.
   - Always take along a notepad and a pen.
   - Take along any information you may need to refer to, in order to fill out an application form.
   - Carry a few samples of your work, if relevant.
6. **Remember the importance of non-verbal communication.**
   - Practice projecting confidence. Remind yourself to smile and make eye contact. Practice giving a firm handshake.
   - Keep in mind the importance of posture. Practice sitting up straight. Train yourself to stop nervous gestures like fidgeting and foot-tapping.
   - Practice keeping your reactions in check. Remember, your facial expressions provide a good insight into your true feelings. Practice projecting a positive image.
7. **Make a list of questions to end the interview with.**
   - Most interviews will end with the interviewer(s) asking if you have any questions. This is your chance to show that you have done your research and are interested in learning more about the company.
   - If the interviewer does not ask you this question, you can inform him/her that you have some queries that you would like to discuss. This is the time for you to refer to the notes you made while studying the company.
   - Some good questions to ask at this point are:What do you consider the most important criteria for success in this job?
     - How will my performance be evaluated?
     - What are the opportunities for advancement?
     - What are the next steps in the hiring process?
   - Remember, never ask for information that is easily available on the company website.

## 8.4.1.1 Tips

1. Ask insightful and probing questions.
2. When communicating, use effective forms of body language like smiling, making eye contact, and actively listening and nodding. Don't slouch, play with nearby items, fidget, chew gum, or mumble.

## 8.4.2 Preparing an Effective Resume

A resume is a formal document that lists a candidate's work experience, education and skills. A good resume gives a potential employer enough information to believe the applicant is worth interviewing. That's why it is so important to create a résumé that is effective. Take a look at the steps to create an effective resume:

**Step 1: Write the Address Section:** The Address section occupies the top of your resume. It includes information like your name, address, phone number and e-mail address. Insert a bold line under the section to separate it from rest of your resume.

**Example:**

Jasmine Watts
Breach Candy, mumbai - India
Contact No. +91 2223678270
Email: jasmine.watts@gmail.com

---

**Step 2: Add the Profile Summary Section:** This part of your resume should list your overall experiences, achievements, awards, certifications and strengths. You can make your summary as short as 2-3 bullet points or as long as 8-10 bullet points.

**Example:**

**Profile Summary**

- A Content Writer gratuated from University of Strathclyde having 6 years of experience in writing website copy.
- Core expertise lies in content creation for e-learning courses, specifically for the k-12 segment.

**Step 3: Include Your Educational Qualifications:** When listing your academic records, first list your highest degree. Then add the second highest qualification under the highest one and so on. To provide a clear and accurate picture of your educational background, it is critical that include information on your position, rank, percentage or CPI for every degree or certification that you have listed.

If you have done any certifications and trainings, you can add a Trainings & Certifications section under your Educational Qualifications section.

**Example:**

**Educetional Qualification**

- Masters in International Management (2007) from Columbia University with 11.8 CPI.
- Bachelor of Management Studios (2004) from Mumbai University with 87% marks.
- 10+2 with Math, Stats (2001) from Maharastra Board with 91% marks.
- High School (1999) from Maharastra Board with 93% marks.

**Step 4: List Your Technical Skills:** When listing your technical skills, start with the skills that you are most confident about. Then add the skills that you do not have as good a command over. It is perfectly acceptable to include just one skill, if you feel that particular skill adds tremendous value to your résumé. If you do not have any technical skills, you can omit this step.

**Example:**

**Technical Skills**

- Flash
- Photoshop

**Step 5: Insert Your Academic Project Experience**

List down all the important projects that you have worked on. Include the following information in this section:

**Example:**

| | | |
|---|---|---|
| Project title | Organization | Platform used |
| Contribution | Description | |

**Academic Projects**
**Project Title:** Different Communication Skills
**Organization:** True Blue Solutions
**Platform used:** Articilate
**Contribution:** Content writing and graphic zisualization
**Description:** Development of storyboards for corporate induction & training programs.

**Step 6: List Your Strengths:** This is where you list all your major strengths. This section should be in the form of a bulleted list.

**Example:**

**Strengths**
- Excellent oral, written and presentation skills
- Action-oriented and result-focused
- Great time management skills

**Step 7: List Your Extracurricular Activities:** It is very important to show that you have diverse interests and that your life consists of more than academics. Including your extracurricular activities can give you an added edge over other candidates who have similar academic scores and project experiences. This section should be in the form of a bulleted list.

**Example:**

**Extracurricular Activities**
- Member of the Debate Club
- Played tennis at at national level
- Won first prizes in the All India Camel Contest, 2010

**Step 8: Write Your Personal Details:** The last section of your résumé must include the following personal information:

- Date of birth
- Gender & marital status
- Nationality
- Languages known

**Example:**

**Personal Details**
- Date of Birth: 25th May, 1981
- Gender & marital status: Female, Single
- Nationality: Indian
- Languages known: English, Hindi, Tamil, French

## 8.4.1.1 Tips

1. Keep your resume file name short, simple and informational.
2. Make sure the resume is neat and free from typing errors.
3. Always create your resume on plain white paper.

## 8.4.3 Interview FAQs

Take a look at some of the most frequently asked interview questions, and some helpful tips on how to answer them.

1. **Can you tell me a little about yourself?**

   **Tips to answer:**
   - Don't provide your full employment or personal history.
   - Offer 2-3 specific experiences that you feel are most valuable and relevant.
   - Conclude with how those experiences have made you perfect for this specific role.

2. **How did you hear about the position?**

   **Tips to answer:**
   - Tell the interviewer how you heard about the job – whether it was through a friend (name the friend), event or article (name them) or a job portal (say which one).
   - Explain what excites you about the position and what in particular caught your eye about this role.

3. **What do you know about the company?**

   **Tips to answer:**
   - Don't recite the company's About Us page.
   - Show that you understand and care about the company's goals.
   - Explain why you believe in the company's mission and values.

4. **Why do you want this job?**

   **Tips to answer:**
   - Show that you are passionate about the job.
   - Identify why the role is a great fit for you.
   - Explain why you love the company.

5. **Why should we hire you?**

   **Tips to answer:**
   - Prove through your words that you can not only do the work, but can definitely deliver excellent results.
   - Explain why you would be a great fit with the team and work culture.
   - Explain why you should be chosen over any other candidate.

6. **What are your greatest professional strengths?**

   **Tips to answer:**
   - Be honest – share some of your real strengths, rather than give answers that you think sound good.
   - Offer examples of specific strengths that are relevant to the position you are applying for.
   - Provide examples of how you've demonstrated these strengths.

7. **What do you consider to be your weaknesses?**

   **Tips to answer:**
   - The purpose of this question is to gauge your self-awareness and honesty.
   - Give an example of a trait that you struggle with, but that you're working on to improve.

8. **What are your salary requirements?**

   **Tips to answer:**
   - Do your research beforehand and find out the typical salary range for the job you are applying for.

- Figure out where you lie on the pay scale based on your experience, education, and skills.
- Be flexible. Tell the interviewer that you know your skills are valuable, but that you want the job and are willing to negotiate.

9. **What do you like to do outside of work?**

   **Tips to answer:**
   - The purpose of this question is to see if you will fit in with the company culture.
   - Be honest – open up and share activities and hobbies that interest and excite you.

10. **If you were an animal, which one would you want to be?**

    **Tips to answer:**
    - The purpose of this question is to see if you are able to think on your feet.
    - There's no wrong answer – but to make a great impression try to bring out your strengths or personality traits through your answer.

11. **What do you think we could do better or differently?**

    **Tips to answer:**
    - The purpose of this question is to see if you have done your research on the company, and to test whether you can think critically and come up with new ideas.
    - Suggest new ideas. Show how your interests and expertise would help you execute these ideas.

12. **Do you have any questions for us?**

    **Tips to answer:**
    - Do not ask questions to which the answers can be easily found on the company website or through a quick online search.
    - Ask intelligent questions that show your ability to think critically.

## 8.4.1.1 Tips

1. Be honest and confident while answering.
2. Use examples of your past experiences wherever possible to make your answers more impactful.

## 8.4.4 Work Readiness – Terms & Terminologies

Every employee should be well versed in the following terms:

- **Annual leave:** Paid vacation leave given by employers to employees.
- **Background Check:** A method used by employers to verify the accuracy of the information provided by potential candidates.
- **Benefits:** A part of an employee's compensation package.
- **Breaks:** Short periods of rest taken by employees during working hours.
- **Compensation Package:** The combination of salary and benefits that an employer provides to his/her employees.
- **Compensatory Time (Comp Time):** Time off in lieu of pay.
- **Contract Employee:** An employee who works for one organization that sells said employee's services to another company, either on a project or time basis.
- **Contract of Employment:** When an employee is offered work in exchange for wages or salary, and accepts the offer made by the employer, a contract of employment exists.

- **Corporate Culture:** The beliefs and values shared by all the members of a company, and imparted from one generation of employees to another.
- **Counter Offer/Counter Proposal:** A negotiation technique used by potential candidates to increase the amount of salary offered by a company.
- **Cover Letter:** A letter that accompanies a candidate's resume. It emphasizes the important points in the candidate's resume and provides real examples that prove the candidate's ability to perform the expected job role.
- **Curriculum Vitae (CV)/Resume:** A summary of a candidate's achievements, educational background, work experience, skills and strengths.
- **Declining Letter:** A letter sent by an employee to an employer, turning down the job offer made by the employer to the employee.
- **Deductions:** Amounts subtracted from an employee's pay and listed on the employee's pay slip.
- **Discrimination:** The act of treating one person not as favourably as another person.
- **Employee:** A person who works for another person in exchange for payment.
- **Employee Training:** A workshop or in-house training that an employee is asked to attend by his or her superior, for the benefit of the employer.
- **Employment Gaps:** Periods of unemployed time between jobs.
- **Fixed-Term Contract:** A contract of employment which gets terminated on an agreed-upon date.
- **Follow-Up:** The act of contacting a potential employer after a candidate has submitted his or her resume.
- **Freelancer/Consultant/Independent Contractor:** A person who works for him or herself and pitches for temporary jobs and projects with different employers.
- **Holiday:** Paid time-off from work.
- **Hourly Rate:** The amount of salary or wages paid for 60 minutes of work.
- **Internship:** A job opportunity offered by an employer to a potential employee, called an intern, to work at the employer's company for a fixed, limited time period.
- **Interview:** A conversation between a potential employee and a representative of an employer, in order to determine if the potential employee should be hired.
- **Job Application:** A form which asks for a candidate's information like the candidate's name, address, contact details and work experience. The purpose of a candidate submitting a job application, is to show that candidate's interest in working for a particular company.
- **Job Offer:** An offer of employment made by an employer to a potential employee.
- **Job Search Agent:** A program that enables candidates to search for employment opportunities by selecting criteria listed in the program, for job vacancies.
- **Lay Off:** A lay off occurs when an employee is temporarily let go from his or her job, due to the employer not having any work for that employee.
- **Leave:** Formal permission given to an employee, by his or her employer, to take a leave of absence from work.
- **Letter of Acceptance:** A letter given by an employer to an employee, confirming the offer of employment made by the employer, as well as the conditions of the offer.
- **Letter of Agreement:** A letter that outlines the terms of employment.
- **Letter of Recommendation:** A letter written for the purpose of validating the work skills of a person.
- **Maternity Leave:** Leave taken from work by women who are pregnant, or who have just given birth.
- **Mentor:** A person who is employed at a higher level than you, who offers you advice and guides you in your career.
- **Minimum wage:** The minimum wage amount paid on an hourly basis.

- **Notice:** An announcement made by an employee or an employer, stating that the employment contract will end on a particular date.
- **Offer of Employment:** An offer made by an employer to a prospective employee that contains important information pertaining to the job being offered, like the starting date, salary, working conditions etc.
- **Open-Ended Contract:** A contract of employment that continues till the employer or employee terminates it.
- **Overqualified:** A person who is not suited for a particular job because he or she has too many years of work experience, or a level of education that is much higher than required for the job, or is currently or was previously too highly paid.
- **Part-Time Worker:** An employee who works for fewer hours than the standard number of hours normally worked.
- **Paternity Leave:** Leave granted to a man who has recently become a father.
- **Recruiters/Headhunters/Executive Search Firms:** Professionals who are paid by employers to search for people to fill particular positions.
- **Resigning/Resignations:** When an employee formally informs his or her employer that he or she is quitting his or her job.
- **Self-Employed:** A person who has his or her own business and does not work in the capacity of an employee.
- **Time Sheet:** A form that is submitted to an employer, by an employee, that contains the number of hours worked every day by the employee.

# UNIT 8.5: Understanding Entrepreneurship

## Unit Objectives

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

1. Discuss the concept of entrepreneurship
2. Discuss the importance of entrepreneurship
3. Describe the characteristics of an entrepreneur
4. Describe the different types of enterprises
5. List the qualities of an effective leader
6. Discuss the benefits of effective leadership
7. List the traits of an effective team
8. Discuss the importance of listening effectively
9. Discuss how to listen effectively
10. Discuss the importance of speaking effectively
11. Discuss how to speak effectively
12. Discuss how to solve problems
13. List important problem solving traits
14. Discuss ways to assess problem solving skills
15. Discuss the importance of negotiation
16. Discuss how to negotiate
17. Discuss how to identify new business opportunities
18. Discuss how to identify business opportunities within your business
19. Understand the meaning of entrepreneur
20. Describe the different types of entrepreneurs
21. List the characteristics of entrepreneurs
22. Recall entrepreneur success stories
23. Discuss the entrepreneurial process
24. Describe the entrepreneurship ecosystem
25. Discuss the government's role in the entrepreneurship ecosystem
26. Discuss the current entrepreneurship ecosystem in India
27. Understand the purpose of the Make in India campaign
28. Discuss the relationship between entrepreneurship and risk appetite
29. Discuss the relationship between entrepreneurship and resilience
30. Describe the characteristics of a resilient entrepreneur
31. Discuss how to deal with failure

## 8.5.1 Concept Introduction

Anyone who is determined to start a business, no matter what the risk, is an entrepreneur. Entrepreneurs run their own start-up, take responsibility for the financial risks and use creativity, innovation and vast reserves of self-motivation to achieve success. They dream big and are determined to do whatever it takes to turn their idea into a viable offering. The aim of an entrepreneur is to create an enterprise. The process of creating this enterprise is known as entrepreneurship.

## 8.5.1 Concept Introduction

Entrepreneurship is very important for the following reasons:

1. It results in the creation of new organizations
2. It brings creativity into the marketplace
3. It leads to improved standards of living
4. It helps develop the economy of a country

## 8.5.1.2 Characteristics of Entrepreneurs

All successful entrepreneurs have certain characteristics in common.

They are all:

1. Extremely passionate about their work
2. Confident in themselves
3. Disciplined and dedicated
4. Motivated and driven
5. Highly creative
6. Visionaries
7. Open-minded
8. Decisive

Entrepreneurs also have a tendency to:

1. Have a high risk tolerance
2. Thoroughly plan everything
3. Manage their money wisely
4. Make their customers their priority
5. Understand their offering and their market in detail
6. Ask for advice from experts when required
7. Know when to cut their losses

## 8.5.1.3 Examples of Famous Entrepreneurs

Some famous entrepreneurs are:

- Bill Gates (Founder of Microsoft)
- Steve Jobs (Co-founder of Apple)
- Mark Zuckerberg (Founder of Facebook)
- Pierre Omidyar (Founder of eBay)

## 8.5.1.4 Types of Enterprises

As an entrepreneur in India, you can own and run any of the following types of enterprises:

**Sole Proprietorship:** In a sole proprietorship, a single individual owns, manages and controls the enterprise. This type of business is the easiest to form with respect to legal formalities. The business and the owner have no separate legal existence. All profit belongs to the proprietor, as do all the losses- the liability of the entrepreneur is unlimited.

**Partnership**: A partnership firm is formed by two or more people. The owners of the enterprise are called partners. A partnership deed must be signed by all the partners. The firm and its partners have no separate legal existence. The profits are shared by the partners. With respect to losses, the liability of the partners is unlimited. A firm has a limited life span and must be dissolved when any one of the partners dies, retires, claims bankruptcy or goes insane.

**Limited Liability Partnership (LLP):** In a Limited Liability Partnership or LLP, the partners of the firm enjoy perpetual existence as well as the advantage of limited liability. Each partner's liability is limited to their agreed contribution to the LLP. The partnership and its partners have a separate legal existence.

## 8.5.1.5 Tips

1. Learn from others' failures.
2. Be certain that this is what you want.
3. Search for a problem to solve, rather than look for a problem to attach to your idea.

## 8.5.2 Leadership & Teamwork: Leadership and Leaders

Leadership means setting an example for others to follow. Setting a good example means t asking someone to do something that you wouldn't willingly want to do yourself. Leadership is about figuring out what to do in order to win as a team, and as a company.

Leaders believe in doing the right things. They also believe in helping others to do the right things. An effective leader is someone who:

- Creates an inspiring vision of the future.
- Motivates and inspires his team to pursue that vision.

## 8.5.2 Leadership & Teamwork: Leadership and Leaders

Building a successful enterprise is only possible if the entrepreneur in charge possesses excellent leadership qualities. Some critical leadership skills that every entrepreneur must have are:

1. **Pragmatism:** This means having the ability to highlight all obstacles and challenges, in order to resolve issues and reduce risks.
2. **Humility:** This means admitting to mistakes often and early, and being quick to take responsibility for your actions. Mistakes should be viewed as challenges to overcome, not opportunities to point blame.
3. **Flexibility:** It is critical for a good leader to be very flexible and quickly adapt to change. It is equally critical to know when to adapt and when not to.
4. **Authenticity:** This means showing both, your strengths and your weaknesses. It means being human and showing others that you are human.

5. **Reinvention:** This means refreshing or changing your leadership style when necessary. To do this, it's important to learn where your leadership gaps lie and find out what resources are required to close them.
6. **Awareness:** This means taking the time to recognize how others view you. It means understanding how your presence affects those around you.

## 8.5.2.2 Benefits of Effective Leadership

Effective leadership results in numerous benefits. Great leadership leads to the leader successfully:

- Gaining the loyalty and commitment of the team members
- Motivating the team to work towards achieving the company's goals and objectives
- Building morale and instilling confidence in the team members
- Fostering mutual understanding and team-spirit among team members
- Convincing team members about the need to change when a situation requires adaptability

## 8.5.2.3 Teamwork and Teams

Teamwork occurs when the people in a workplace combine their individual skills to pursue a common goal. Effective teams are made up of individuals who work together to achieve this common goal. A great team is one who holds themselves accountable for the end result.

## 8.5.2.4 Importance of Teamwork in Entrepreneurial Success

For an entrepreneurial leader, building an effective team is critical to the success of a venture. An entrepreneur must ensure that the team he builds possesses certain crucial qualities, traits and characteristics. An effective team is one which has:

1. **Unity of purpose:** All the team members should clearly understand and be equally committed to the purpose, vision and goals of the team.
2. **Great communication skills:** Team members should have the ability to express their concerns, ask questions and use diagrams, and charts to convey complex information.
3. **The ability to collaborate:** Every member should feel entitled to provide regular feedback on new ideas.
4. **Initiative:** The team should consist of proactive individuals. The members should have the enthusiasm to come up with new ideas, improve existing ideas, and conduct their own research.
5. **Visionary members:** The team should have the ability to anticipate problems and act on these potential problem before they turn into real problems.
6. **Great adaptability skills:** The team must believe that change is a positive force. Change should be seen as the chance to improve and try new things.
7. **Excellent organizational skills:** The team should have the ability to develop standard work processes, balance responsibilities, properly plan projects, and set in place methods to measure progress and ROI.

## 8.5.1.5 Tips

1. Don't get too attached to your original idea. Allow it to evolve and change.
2. Be aware of your weaknesses and build a team that will complement your shortfalls.
3. Hiring the right people is not enough. You need to promote or incentivize your most talented people to keep them motivated.
4. Earn your team's respect

## 8.5.3 Communication Skills

Listening is the ability to correctly receive and understand messages during the process of communication. Listening is critical for effective communication. Without effective listening skills, messages can easily be misunderstood. This results in a communication breakdown and can lead to the sender and the receiver of the message becoming frustrated or irritated.

It's very important to note that listening is not the same as hearing. Hearing just refers to sounds that you hear. Listening is a whole lot more than that. To listen, one requires focus. It means not only paying attention to the story, but also focusing on how the story is relayed, the way language and voice is used, and even how the speaker uses their body language. The ability to listen depends on how effectively one can perceive and understand both, verbal and non-verbal cues.

## 8.5.3.1 How to Listen Effectively

To listen effectively you should:

- Stop talking
- Stop interrupting
- Focus completely on what is being said
- Nod and use encouraging words and gestures
- Be open-minded
- Think about the speaker's perspective
- Be very, very patient
- Pay attention to the tone that is being used
- Pay attention to the speaker's gestures, facial expressions and eye movements
- Not try and rush the person
- Not let the speaker's mannerisms or habits irritate or distract you
- Be very, very patient
- Pay attention to the tone that is being used
- Pay attention to the speaker's gestures, facial expressions and eye movements
- Not try and rush the person
- Not let the speaker's mannerisms or habits irritate or distract you

## 8.5.3.2 How to Listen Effectively

How successfully a message gets conveyed depends entirely on how effectively you are able to get it through. An effective speaker is one who enunciates properly, pronounces words correctly, chooses the right words and speaks at a pace that is easily understandable. Besides this, the words spoken out loud need to match the gestures, tone and body language used.

What you say, and the tone in which you say it, results in numerous perceptions being formed. A person who speaks hesitantly may be perceived as having low self-esteem or lacking in knowledge of the discussed topic. Those with a quiet voice may very well be labelled as shy. And those who speak in commanding tones with high levels of clarity, are usually considered to be extremely confident. This makes speaking a very critical communication skill.

## 8.5.3.3 How to Speak Effectively

To speak effectively you should:

- Incorporate body language in your speech like eye contact, smiling, nodding, gesturing etc.
- Build a draft of your speech before actually making your speech.
- Ensure that all your emotions and feelings are under control.
- Pronounce your words distinctly with the correct pitch and intensity. Your speech should be crystal clear at all times.
- Use a pleasant and natural tone when speaking. Your audience should not feel like you are putting on an accent or being unnatural in any way.
- Use precise and specific words to drive your message home. Ambiguity should be avoided at all costs.
- Ensure that your speech has a logical flow.
- Be brief. Don't add any unnecessary information.
- Make a conscious effort to avoid irritating mannerisms like fidgeting, twitching etc.
- Choose your words carefully and use simple words that the majority of the audience will have no difficulty understanding.
- Use visual aids like slides or a whiteboard.
- Speak slowly so that your audience can easily understand what you're saying. However, be careful not to speak too slowly because this can come across as stiff, unprepared or even condescending.
- Remember to pause at the right moments.

## 8.5.3.4 Tips

1. If you're finding it difficult to focus on what someone is saying, try repeating their words in your head.
2. Always maintain eye contact with the person that you are communicating with, when speaking as well as listening. This conveys and also encourages interest in the conversation.

## 8.5.4 Problem Solving & Negotiation skills

As per The Concise Oxford Dictionary (1995), a problem is, "A doubtful or difficult matter requiring a solution"

All problems contain two elements:

1. Goals
2. Obstacles

The aim of problem solving is to recognize the obstacles and remove them in order to achieve the goals.

## 8.5.4.1 How to Solve Problems

Solving a problem requires a level of rational thinking. Here are some logical steps to follow when faced with an issue:

- **Step 1:** Identify the problem
- **Step 2:** Study the problem in detail
- **Step 3:** List all possible solutions
- **Step 4:** Select the best solution
- **Step 5:** Implement the chosen solution
- **Step 6:** Check that the problem has really been solved

## 8.5.4.2 Important Traits for Problem Solving

Highly developed problem solving skills are critical for both, business owners and their employees. The following personality traits play a big role in how effectively problems are solved:

- Being open minded
- Asking the right questions
- Being proactive
- Not panicking
- Having a positive attitude
- Focusing on the right problem

## 8.5.4.3 Important Traits for Problem Solving

As an entrepreneur, it would be a good idea to assess the level of problem solving skills of potential candidates before hiring them. Some ways to assess this skill are through:

- **Application forms:** Ask for proof of the candidate's problem solving skills in the application form.
- **Psychometric tests:** Give potential candidates logical reasoning and critical thinking tests and see how they fare.
- **Interviews:** Create hypothetical problematic situations or raise ethical questions and see how the candidates respond.
- **Technical questions:** Give candidates examples of real life problems and evaluate their thought process.

## 8.5.4.4 What is Negotiation?

Negotiation is a method used to settle differences. The aim of negotiation is to resolve differences through a compromise or agreement while avoiding disputes. Without negotiation, conflicts are likely to lead to resentment between people. Good negotiation skills help satisfy both parties and go a long way towards developing strong relationships.

**Why Negotiate**

Starting a business requires many, many negotiations. Some negotiations are small while others are critical enough to make or break a startup. Negotiation also plays a big role inside the workplace. As an entrepreneur, you need to know not only know how to negotiate yourself, but also how to train employees in the art of negotiation.

**How to Negotiate**

Take a look at some steps to help you negotiate:

**Step 1:** Pre-Negotiation Preparation: Agree on where to meet to discuss the problem, decide who all will be present and set a time limit for the discussion.

**Step 2:** Discuss the Problem: This involves asking questions, listening to the other side, putting your views forward and clarifying doubts.

**Step 3:** Clarify the Objective: Ensure that both parties want to solve the same problem and reach the same goal.

**Step 4:** Aim for a Win-Win Outcome: Try your best to be open minded when negotiating. Compromise and offer alternate solutions to reach an outcome where both parties win.

**Step 5:** Clearly Define the Agreement: When an agreement has been reached, the details of the agreement should be crystal clear to both sides, with no scope for misunderstandings.

**Step 6:** Implement the Agreed Upon Solution: Agree on a course of action to set the solution in motion.

## 8.5.4.5 Tips

1. Know exactly what you want before you work towards getting it
2. Give more importance to listening and thinking, than speaking
3. Focus on building a relationship rather than winning
4. Remember that your people skills will affect the outcome
5. Know when to walk away – sometimes reaching an agreement may not be possible

## 8.5.4.4 What is Negotiation?

*"The entrepreneur always searches for change, responds to it and exploits it as an opportunity."*

Peter Drucker

The ability to identify business opportunities is an essential characteristic of an entrepreneur.

**What is an Opportunity?**

The word opportunity suggests a good chance or a favourable situation to do something offered by circumstances.

A business opportunity means a good or favourable change available to run a specific business in a given environment, at a given point of time.

**Common Questions Faced by Entrepreneurs**

A critical question that all entrepreneurs face is how to go about finding the business opportunity that is right for them.

Some common questions that entrepreneurs constantly think about are:

- Should the new enterprise introduce a new product or service based on an unmet need?
- Should the new enterprise select an existing product or service from one market and offer it in another where it may not be available?
- Should the enterprise be based on a tried and tested formula that has worked elsewhere?

It is therefore extremely important that entrepreneurs must learn how to identify new and existing business opportunities and evaluate their chances of success.

**When is an Idea an Opportunity?**

An idea is an opportunity when:

- It creates or adds value to a customer
- It solves a significant problem, removes a pain point or meets a demand
- Has a robust market and profit margin
- Is a good fit with the founder and management team at the right time and place

Factors to Consider When Looking for Opportunities

- Consider the following when looking for business opportunities:
- Economic trends Changes in funding
- Changing relationships between vendors, partners and suppliers
- Market trends
- Changes in political support
- Shift in target audience

**Ways to Identify New Business Opportunities**

- **Identify Market Inefficiencies:** When looking at a market, consider what inefficiencies are present in the market. Think about ways to correct these inefficiencies.
- **Remove Key Hassles:** Rather than create a new product or service, you can innovatively improve a product, service or process.
- **Create Something New:** Think about how you can create a new experience for customers, based on existing business models.
- **Pick a Growing Sector/Industry:** Research and find out which sectors or industries are growing and think about what opportunities you can tap in the same.
- **Think About Product Differentiation:** If you already have a product in mind, think about ways to set it apart from the existing ones.

**Ways to Identify Business Opportunities Within Your Business**

**SWOT Analysis:** An excellent way to identify opportunities inside your business is by creating a SWOT analysis. The acronym SWOT stands for strengths, weaknesses, opportunities, and threats. SWOT analysis framework:


*Fig. 8.5.5.1: SWOT*

Consider the following when looking for business opportunities:

By looking at yourself and your competitors using the SWOT framework, you can uncover opportunities that you can exploit, as well as manage and eliminate threats that could derail your success.

**Establishing Your USP**

Establish your USP and position yourself as different from your competitors. Identify why customers should buy from you and promote that reason.

**Opportunity Analysis**

Once you have identified an opportunity, you need to analyze it. To analyze an opportunity, you must:

- Focus on the idea
- Focus on the market of the idea
- Talk to industry leaders in the same space as the idea
- Talk to players in the same space as the idea

## 8.5.5.1 Tips

1. Remember, opportunities are situational.
2. Look for a proven track record.
3. Avoid the latest craze.
4. Love your idea.

## 8.5.6 Entrepreneurship Support Eco-System

An entrepreneur is a person who:

- Does not work for an employee
- Runs a small enterprise
- Assumes all the risks and rewards of the enterprise, idea, good or service

**Types of Entrepreneurs**

There are four main types of entrepreneurs:

1. **The Traditional Entrepreneur:** This type of entrepreneur usually has some kind of skill – they can be a carpenter, mechanic, cook etc. They have businesses that have been around for numerous years like restaurants, shops and carpenters. Typically, they gain plenty of experience in a particular industry before they begin their own business in a similar field.
2. **The Growth Potential Entrepreneur:** The desire of this type of entrepreneur is to start an enterprise that will grow, win many customers and make lots of money. Their ultimate aim is to eventually sell their enterprise for a nice profit. Such entrepreneurs usually have a science or technical background.
3. **The Project-Oriented Entrepreneur:** This type of entrepreneur generally has a background in the Arts or psychology. Their enterprises tend to be focus on something that they are very passionate about.
4. **The Lifestyle Entrepreneur:** This type of entrepreneur has usually worked as a teacher or a office assistant. They are more interested in selling something that people will enjoy, rather than making lots of money.

**Characteristics of an Entrepreneur**

Successful entrepreneurs have the following characteristics:

- They are highly motivated
- They are creative and persuasive
- They are mentally prepared to handle each and every task
- They have excellent business skills – they know how to evaluate their cash flow, sales and revenue
- They are willing to take great risks
- They are very proactive – this means they are willing to do the work themselves, rather than wait for someone else to do it
- They have a vision – they are able to see the big picture
- They are flexible and open-minded
- They are good at making decisions

## 8.5.6.1 Entrepreneur Success Stories

**Dhiru Bhai Ambani**

Dhirubhai Ambani began his entrepreneurial career by selling “bhajias” to pilgrims in Mount Girnar on weekends. At 16, he moved to Yemen where he worked as a gas-station attendant, and as a clerk in an oil company. He returned to India with Rs. 50,000 and started a textile trading company. Reliance went on to become the first Indian company to raise money in global markets and the first Indian company to feature in Forbes 500 list.

**Dr. Karsanbhai Patel**

Karsanbhai Patel made detergent powder in the backyard of his house. He sold his product door-to-door and offered a money back guarantee with every pack that was sold. He charged Rs. 3 per kg when the cheapest detergent at that time was Rs.13 per kg. Dr. Patel eventually started Nirma which became a whole new segment in the Indian domestic detergent market.

## 8.5.6.2 The Entrepreneurial Process

Let’s take a look at the stages of the entrepreneurial process.

- **Stage 1:** Idea Generation. The entrepreneurial process begins with an idea that has been thought of by the entrepreneur. The idea is a problem that has the potential to be solved.
- **Stage 2:** Germination or Recognition. In this stage a possible solution to the identified problem is thought of.
- **Stage 3:** Preparation or Rationalization. The problem is studied further and research is done to find out how others have tried to solve the same problem.
- **Stage 4:** Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.
- **Stage 5:** Feasibility Study: The next step is the creation of a feasibility study to determine if the idea will make a profit and if it should be seen through.
- **Stage 6:** Illumination or Realization. This is when all uncertain areas suddenly become clear. The entrepreneur feels confident that his idea has merit.
- **Stage 7:** Verification or Validation. In this final stage, the idea is verified to see if it works and if it is useful.

Take a look at the diagram below to get a better idea of this process.

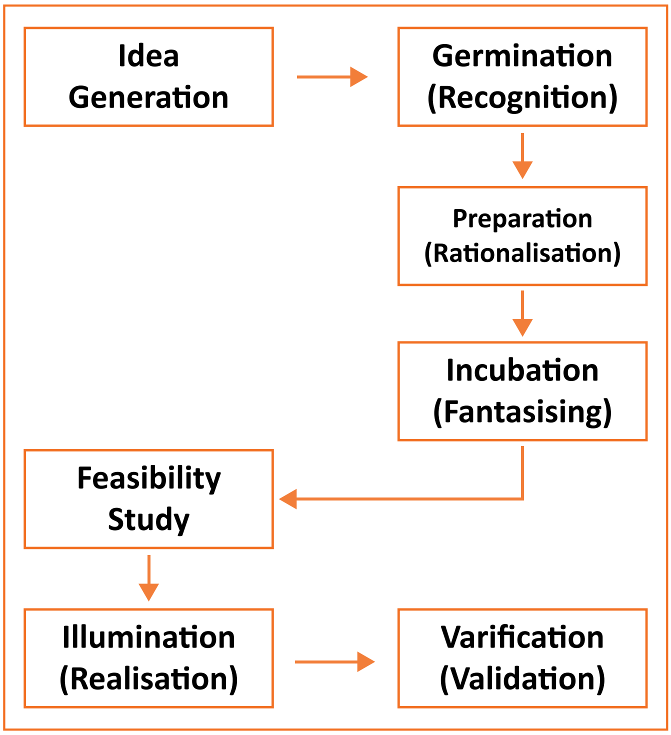



*Fig. 8.5.6.2.1: Stages of the entrepreneurial process*

## 8.5.6.3 What is an Entrepreneur?

The entrepreneurship support ecosystem signifies the collective and complete nature of entrepreneurship. New companies emerge and flourish not only because of the courageous, visionary entrepreneurs who launch them, but they thrive as they are set in an environment or 'ecosystem' made of private and public participants. These players nurture and sustain the new ventures, facilitating the entrepreneurs' efforts.

An entrepreneurship ecosystem comprises of the following six domains:

1. **Favourable Culture:** This includes elements such as tolerance of risk and errors, valuable networking and positive social standing of the entrepreneur.
2. **Facilitating Policies & Leadership:** This includes regulatory framework incentives and existence of public research institutes.
3. **Financing Options:** Angel financing, venture capitalists and micro loans would be good examples of this.
4. **Human Capital:** This refers to trained and untrained labour, entrepreneurs and entrepreneurship training programmes, etc.
5. **Conducive Markets for Products & Services:** This refers to an existence or scope of existence of a market for the product/service.
6. **Institutional & Infrastructural Support:** This includes legal and financing advisers, telecommunications, digital and transportation infrastructure, and entrepreneurship networking programmes.

These domains indicate whether there is a strong entrepreneurship support ecosystem and what actions should the government put in place to further encourage this ecosystem. The six domains and their various elements have been graphically depicted.

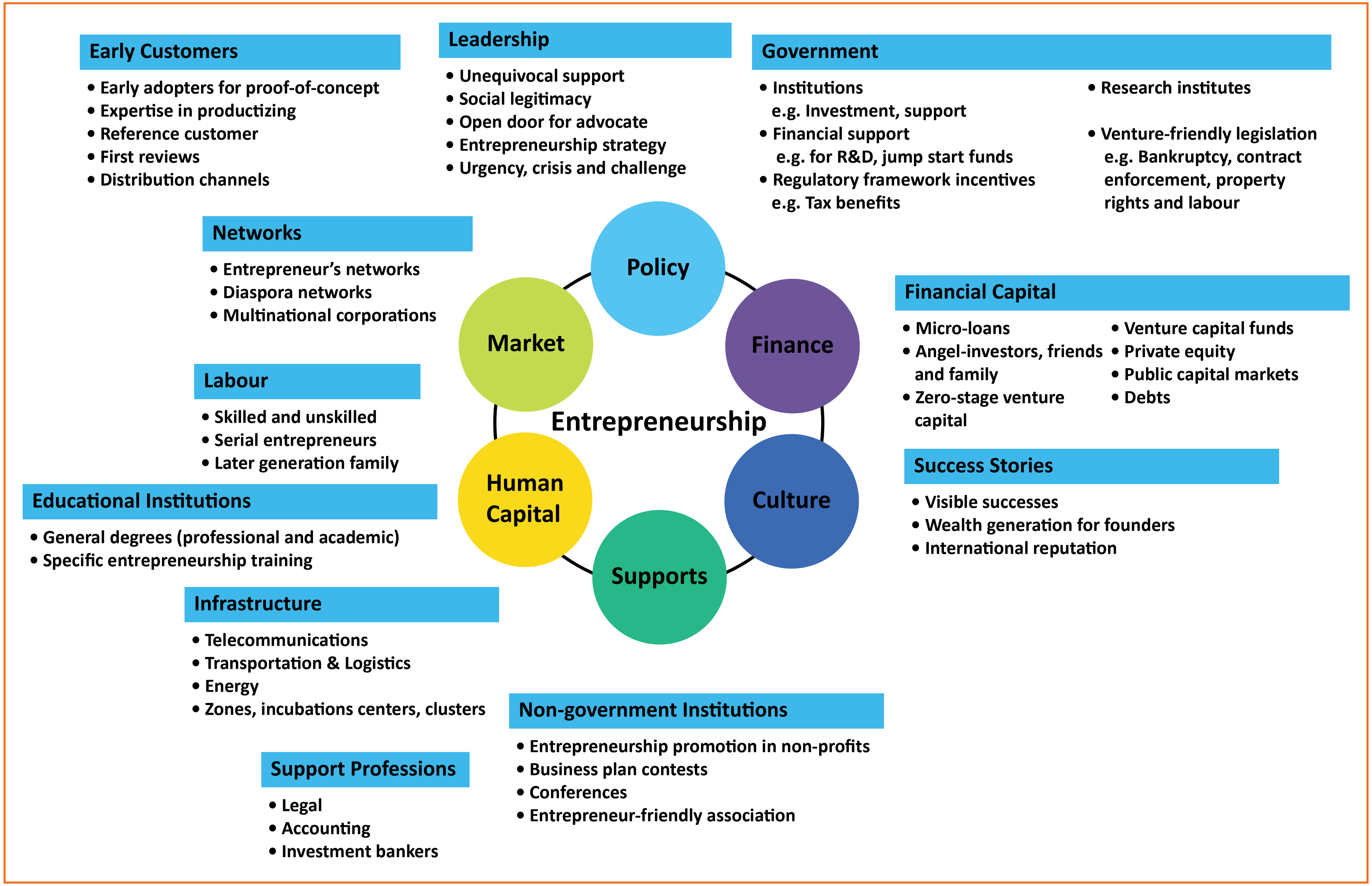



*Fig. 8.5.6.3.1: Entrepreneurship support ecosystem*

Every entrepreneurship support ecosystem is unique and all the elements of the ecosystem are interdependent. Although every region's entrepreneurship ecosystem can be broadly described by the above features, each ecosystem is the result of the hundred elements interacting in highly complex and particular ways.

Entrepreneurship ecosystems eventually become (largely) self-sustaining. When the six domains are resilient enough, they are mutually beneficial. At this point, government involvement can and should be significantly minimized. Public leaders do not need to invest a lot to sustain the ecosystem. It is imperative that the entrepreneurship ecosystem incentives are formulated to be self-liquidating, hence focusing on sustainability of the environment.

## 8.5.6.4 Make in India Campaign

Every entrepreneur has certain needs. Some of their important needs are:

- To easily get loans
- To easily find investors
- To get tax exemptions
- To easily access resources and good infrastructure
- To enjoy a procedure that is free of hassles and is quick
- To be able to easily partner with other firms

The Make in India campaign, launched by Prime Minister Modi aims to satisfy all these needs of young, aspiring entrepreneurs. Its objective is to:

- Make investment easy
- Support new ideas
- Enhance skill development
- Safeguard the ideas of entrepreneurs
- Create state-of-the-art facilities for manufacturing goods

## 8.5.6.5 Key Schemes to Promote Entrepreneurs

The government offers many schemes to support entrepreneurs. These schemes are run by various Ministries/ Departments of Government of India to support First Generation Entrepreneurs.Take a look at a few key schemes to promote entrepreneurship:

**Name of the Scheme**

1. Pradhan Mantri MUDRA Yojana - Micro Units Development and Refinance Agency (MUDRA),
2. STAND UP INDIA
3. Prime Minister Employment Generation Programme (PMEGP)
4. International Cooperation
5. Performance and Credit Rating
6. Marketing Assistance Scheme
7. Reimbursement of Registration Fee for Bar Coding
8. Enable Participation of MSMEs in State/District level Trade Fairs and Provide Funding Support
9. Capital Subsidy Support on Credit for Technology up gradation
10. Credit Guarantee Fund for Micro and Small Enterprise (CGFMSE)
11. Reimbursement of Certification Fees for Acquiring ISO Standards

12. Agricultural Marketing
13. Small Agricultural Marketing
14. Mega Food Park
15. Adivasi Mahila Sashaktikaran Yojana

**Pradhan Mantri MUDRA Yojana, - Micro Units Development and Refinance Agency (MUDRA)**

Under the aegis support of Pradhan Mantri MUDRA Yojana, MUDRA has already created its initial products/ schemes. The interventions have been named 'Shishu', 'Kishor' and 'Tarun' to signify the stage of growth/ development and funding needs of the beneficiary micro unit/entrepreneur and also provide a reference point for the next phase of graduation/growth to look forward to:

- **Shishu:** Covering loans upto Rs.50,000/-
- **Kishor:** Covering loans above Rs. 50,000/- and upto Rs.5 lakh
- **Tarun:** Covering loans above Rs. 5 lakh to Rs.10 lakh

**Who can apply?:** Any Indian citizen who has a business plan for a non-farm sector income generating activity such as manufacturing, processing, trading or service sector and whose credit need is less than Rs.10 lakh can approach either a Bank, MFI, or NBFC for availing of MUDRA loans under Pradhan Mantri Mudra Yojana (PMMY).

**Stand Up India**

The objective of the Standup India scheme is to facilitate bank loans between Rs.10 lakh and Rs.1 crore to at least one Schedule Caste (SC) or Scheduled Tribe (ST) borrower and at least one woman borrower per bank branch for setting up a Greenfield enterprise. This enterprise may be in manufacturing, services or the trading sector. In case of non-Individual enterprises at least 51% of the shareholding and controlling stake should be held be either an SC/ST or Woman Entrepreneur.

**Who can apply?:** ST, SC &Women

**Prime Minister Employment Generation Programme (PMEGP)**

The Scheme is implemented by Khadi and Village Industries Commission (KVIC), as the nodal agency at the National level. At the State level, the Scheme is implemented through State KVIC Directorates, State Khadi and Village Industries Boards (KVIBs) and District Industries Centres (DICs) and banks. The Government subsidy under the Scheme is routed. by KVIC through identified banks for eventual distribution to the beneficiaries/ entrepreneurs in their bank accounts.

**Nature of assistance:** The maximum cost of the project/unit admissible under manufacturing sector is Rs.25 lakh and under business/service sector is Rs.10 lakh. Levels of funding under PMEGP

| Categories of beneficiaries under PMEGP | Beneficiary's contribution (of project cost) | Rate of Subsidy (of project cost) |
|---|---|---|
| Area (location of project/unit) | | Urban Rural |
| General Category | 10% | 15%<br>25% |
| Special (including SC / ST / OBC / Minorities / Women, Ex- servicemen, Physically handicapped, NER, Hill and Border areas, etc. | 05% | 25%<br>35% |

The balance amount of the total project cost will be provided by Banks as term loan as well as working capital.

**Who can apply?:** Any individual, above 18 years of age. At least VIII standard pass for projects costing above Rs.10 lakh in the manufacturing sector and above Rs.5 lakh in the business/service sector. Only new projects are considered for sanction under PMEGP. Self Help Groups (including those belonging to BPL provided that they have not availed benefits under any other Scheme), Institutions registered under Societies Registration Act,1860; Production Co-operative Societies, and Charitable Trusts are also eligible. Existing Units (under PMRY, REGP or any other scheme of Government of India or State Government) and the units that have already availed Government Subsidy under any other scheme of Government of India or State Government are NOT eligible.

**International Cooperation Description**

The Scheme would cover the following activities:

- Deputation of MSME business delegations to other countries for exploring new areas of technology infusion/ upgradation, facilitating joint ventures, improving market of MSMEs products, foreign collaborations, etc.
- Participation by Indian MSMEs in international exhibitions, trade fairs and buyer-seller meets in foreign countries as well as in India, in which there is international participation.
- Holding international conferences and seminars on topics and themes of interest to the MSME.

**Nature of assistance:** IC Scheme provides financial assistance towards the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise.

**Who can apply?:**

- State/Central Government Organisations;
- Industry/Enterprise Associations; and
- Registered Societies/Trusts and Organisations associated with the promotion and development of MSMEs

**Performance and Credit Rating for Micro and Small Enterprises Description**

The objective of the Scheme is to create awareness amongst micro & small enterprises about the strengths and weaknesses of their operations and also their credit worthiness.

**Nature of assistance:**

| Turn Over | Fee to be reimbursed by Ministry of MSME |
|---|---|
| Up to Rs.50 lacs | 75% of the fee charged by the rating agency subject to a ceiling Rs.15,000/- |
| Above Rs.50 lacs to Rs.200 lacs | 75% of the fee charged by the rating agency subject to a ceiling of Rs.30,0001- |
| Above Rs.200 lacs | 75% of the fee charged by the rating agency subject |

**Who can apply?:** Any enterprise registered in India as a micro or small enterprise is eligible to apply.

**Marketing Assistance Scheme Description**

The assistance is provided for the following activities:

- Organizing exhibitions abroad and participation in international exhibitions/trade fairs
- Co-sponsoring of exhibitions organized by other organisations/industry associations/agencies
- Organizing buyer-seller meets, intensive campaigns and marketing promotion events

**Nature of assistance:** Financial assistance of up to 95% of the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise. Financial assistance for co-sponsoring would be limited to 40% of the net expenditure, subject to maximum amount of Rs.5 lakh.

**Who can apply?:** MSMEs, Industry Associations and other organizations related to MSME sector.

**Reimbursement of Registration Fee for Bar Coding Description**

The financial assistance is provided towards 75% reimbursement of only one-time registration fee and 75% of annual recurring fee for first three years paid by MSEs to GS1 India for using bar coding.

**Nature of assistance:** Funding support for reimbursement of 75% of one time and recurring bar code registration fees.

**Who can apply?:** All MSMEs with EM registration.

**Enabling Participation of MSMEs in State/District Level Trade Fairs and Provide Funding Support**

Provide marketing platform to manufacturing MSMEs by enabling their participation in state/district level exhibitions being organized by state/district authorities/associations.

**Nature of assistance:**

- Free registration for participating in trade fairs. The selection of participants would be done by the MSME-DIs post the submission of application.
- Reimbursement of 50% of to and fro actual fare by shortest distance/direct train (limited to AC II tier class) from the nearest railway station/bus fare to the place of exhibition and 50% space rental charges for MSMEs (General category entrepreneurs).
- For Women/SC/ST entrepreneurs & entrepreneurs from North Eastern Region Govt. of India will reimburse 80% of items listed above in Point (2).

***Note:** The total reimbursement will be max. Rs.30,000/- per unit for the SC/ST/Women/Physically*

Handicapped entrepreneurs, while for the other units the max. limit will be Rs.20,000/- per person per MSME unit.

***Note:** The participant is required to submit follow-up proofs post attending the event to claim reimbursement. The proofs can be submitted after logging in online under the section "My Applications" or directly contacting a DI office.*

**Who can apply?:** All MSMEs with EM registration.

**Capital Subsidy Support on Credit for Technology Upgradation Description**

MSMEs can get a capital subsidy (~15%) on credit availed for technology upgradation.

**Nature of assistance:** Financial assistance for availing credit and loan.

**Who can apply?:**

- Banks and financial institutions can apply to DC-MSME for availing support.
- MSMEs need to directly contact the respective banks for getting credit and capital subsidy.

**How to apply?:** If you are a financial institution, click on the "Apply Now" button or else you can also directly contact the Office of DC-MSME. You can view the contact details of Office of DC-MSME. If you are an MSME, directly contact the respective banks/financial institutions as listed in the scheme guidelines.

**Provision of Collateral Free Credit for MSMEs Description**

Banks and financial institutions are provided funding assistance under this scheme so that they can in turn lend collateral free credit to MSMEs.

**Nature of assistance:** Funding support to banks and financial institutions for lending collateral-free credit to MSMEs.

**Who can apply?:** Banks and financial institutions can apply to office of DC-MSME/MSME-DIs for availing support. MSMEs need to directly contact the respective banks for getting credit.

**Reimbursement of certification fees for acquiring ISO standards - ISO 9000/ISO 14001 Certification Reimbursement**

The Goal assistance will be provided for one-time reimbursement of expenditure to such MSME manufacturing units which acquire ISO 18000/ISO 22000/ISO 27000 certification.

**Nature of assistance:** Reimbursement of expenditure incurred on acquiring ISO standards.

**Who can apply?:** MSMEs with EM registration.

**Agricultural Marketing Description**

A capital investment subsidy for construction/renovation of rural godowns. Creation of scientific storage capacity and prevention of distress sale.

**Nature of assistance:** Subsidy @ 25% to farmers, 15% of project cost to companies.

**Who can apply?:** NGOs, SHGs, companies, co-operatives.

**Small Agricultural Marketing Description**

Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs

**Farmers' Agriculture Business Consortium:** Business development description provides venture capital assistance in the form of equity, and arranges training and visits of agri-preneurs.

**Nature of assistance:** Financial assistance with a ceiling of Rs.5 lakh.

**Who can apply?:** Individuals, farmers, producer groups, partnership/propriety firms, SGHs, agri-preneurs, etc.

**Mega Food Park Description**

Mechanism to link agricultural production and market to maximize value addition, enhance farmers income, create rural employment.

**Nature of assistance:** One-time capital grant of 50% of project cost with a limit of Rs.50 crore.

**Who can apply?:** Farmers, farmer groups, SHGs.

**Adivasi Mahila Sashaktikaran Yojana Description**

Concessional scheme for the economic development of ST women.

**Nature of assistance:** Term loan at concessional rates upto 90% of cost of scheme.

**Who can apply?:** Scheduled Tribes Women.

## 8.5.6.6 Tips

1. Remember, opportunities are situational.
2. Look for a proven track record.
3. Avoid the latest craze.
4. Love your idea.

## 8.5.7 Risk Appetite & Resilience

**Entrepreneurship and Risk**

Entrepreneurs are inherently risk takers. They are path-makers not path-takers. Unlike a normal, cautious person, an entrepreneur would not think twice about quitting his job (his sole income) and taking a risk on himself and his idea.

An entrepreneur is aware that while pursuing his dreams, assumptions can be proven wrong and unforeseen events may arise. He knows that after dealing with numerous problems, success is still not guaranteed. Entrepreneurship is synonymous with the ability to take risks. This ability, called risk-appetite, is an entrepreneurial trait that is partly genetic and partly acquired.

**What is Risk Appetite?**

Risk appetite is defined as the extent to which a company is equipped to take risk, in order to achieve its objectives. Essentially, it refers to the balance, struck by the company, between possible profits and the hazards caused by changes in the environment (economic ecosystem, policies, etc.). Taking on more risk may lead to higher rewards but have a high probability of losses as well. However, being too conservative may go against the company as it can miss out on good opportunities to grow and reach their objectives.

The levels of risk appetite can be broadly categorized as "low", "medium" and "high." The company's entrepreneur(s) have to evaluate all potential alternatives and select the option most likely to succeed. Companies have varying levels of risk appetites for different objectives. The levels depend on:

- The type of industry
- Market pressures
- Company objectives

For example, a startup with a revolutionary concept will have a very high risk appetite. The startup can afford short term failures before it achieves longer term success. This type of appetite will not remain constant and will be adjusted to account for the present circumstances of the company.167

**Risk Appetite Statement**

Companies have to define and articulate their risk appetite in sync with decisions made about their objectives and opportunities. The point of having a risk appetite statement is to have a framework that clearly states the acceptance and management of risk in business. It sets risk taking limits within the company. The risk appetite statement should convey the following:

- The nature of risks the business faces.
- Which risks the company is comfortable taking on and which risks are unacceptable.
- How much risk to accept in all the risk categories.
- The desired tradeoff between risk and reward.
- Measures of risk and methods of examining and regulating risk exposures.

**Entrepreneurship and Resilience**

Entrepreneurs are characterized by a set of qualities known as resilience. These qualities play an especially large role in the early stages of developing an enterprise. Risk resilience is an extremely valuable characteristic as it is believed to protect entrepreneurs against the threat of challenges and changes in the business environment.

**What is Entrepreneurial Resilience?**

Resilience is used to describe individuals who have the ability to overcome setbacks related to their life and career aspirations. A resilient person is someone who is capable of easily and quickly recovering from setbacks. For the entrepreneur, resilience is a critical trait. Entrepreneurial resilience can be enhanced in the following ways:

- By developing a professional network of coaches and mentors
- By accepting that change is a part of life
- By viewing obstacles as something that can be overcome

**Characteristics of a Resilient Entrepreneur**

The characteristics required to make an entrepreneur resilient enough to go the whole way in their business enterprise are:

- A strong internal sense of control
- Strong social connections
- Skill to learn from setbacks
- Ability to look at the bigger picture
- Ability to diversify and expand
- Survivor attitude
- Cash-flow conscious habits
- Attention to detail

## 8.5.7.1 Tips

1. Cultivate a great network of clients, suppliers, peers, friends and family. This will not only help you promote your business, but will also help you learn, identify new opportunities and stay tuned to changes in the market.
2. Don't dwell on setbacks. Focus on what the you need to do next to get moving again.
3. While you should try and curtail expenses, ensure that it is not at the cost of your growth.

## 8.5.8 Success & Failures

Understanding Successes and Failures in Entrepreneurship

Shyam is a famous entrepreneur, known for his success story. But what most people don't know, is that Shyam failed numerous times before his enterprise became a success. Read his interview to get an idea of what entrepreneurship is really about, straight from an entrepreneur who has both, failed and succeeded.

**Interviewer:** Shyam, I have heard that entrepreneurs are great risk-takers who are never afraid of failing. Is this true?

**Shyam:** Ha ha, no of course it's not true! Most people believe that entrepreneurs need to be fearlessly enthusiastic. But the truth is, fear is a very normal and valid human reaction, especially when you are planning to start your own business! In fact, my biggest fear was the fear of failing. The reality is, entrepreneurs fail as much as they succeed. The trick is to not allow the fear of failing to stop you from going ahead with your plans. Remember, failures are lessons for future success!

**Interviewer:** What, according to you, is the reason that entrepreneurs fail?

**Shyam:** Well, there is no one single reason why entrepreneurs fail. An entrepreneur can fail due to numerous reasons. You could fail because you have allowed your fear of failure to defeat you. You could fail because you are unwilling to delegate (distribute) work. As the saying goes, "You can do anything, but not everything!" You could fail because you gave up too easily – maybe you were not persistent enough. You could fail because you were focusing your energy on small, insignificant tasks and ignoring the tasks that were most important. Other reasons for failing are partnering with the wrong people, not being able to sell your product to the right customers at the right time at the right price… and many more reasons!

**Interviewer:** As an entrepreneur, how do you feel failure should be looked at?

**Shyam:** I believe we should all look at failure as an asset, rather than as something negative. The way I see it, if you have an idea, you should try to make it work, even if there is a chance that you will fail. That's because not trying is failure right there, anyway! And failure is not the worst thing that can happen. I think having regrets because of not trying, and wondering 'what if' is far worse than trying and actually failing.

**Interviewer:** How did you feel when you failed for the first time?

**Shyam:** I was completely heartbroken! It was a very painful experience. But the good news is, you do recover from the failure. And with every subsequent failure, the recovery process gets a lot easier. That's because you start to see each failure more as a lesson that will eventually help you succeed, rather than as an obstacle that you cannot overcome. You will start to realize that failure has many benefits.

**Interviewer:** Can you tell us about some of the benefits of failing?

**Shyam:** One of the benefits that I have experienced personally from failing is that the failure made me see things in a new light. It gave me answers that I didn't have before. Failure can make you a lot stronger. It also helps keep your ego in control.

**Interviewer:** What advice would you give entrepreneurs who are about to start their own enterprises?

**Shyam:** I would tell them to do their research and ensure that their product is something that is actually wanted by customers. I'd tell them to pick their partners and employees very wisely and cautiously. I'd tell them that it's very important to be aggressive – push and market your product as aggressively as possible. I would warn them that starting an enterprise is very expensive and that they should be prepared for a situation where they run out of money.

I would tell them to create long term goals and put a plan in action to achieve that goal. I would tell them to build a product that is truly unique. Be very careful and ensure that you are not copying another startup. Lastly, I'd tell them that it's very important that they find the right investors.

**Interviewer:** That's some really helpful advice, Shyam! I'm sure this will help all entrepreneurs to be more prepared before they begin their journey! Thank you for all your insight!

## 8.5.8.1 Tips

1. Remember that nothing is impossible.
2. Identify your mission and your purpose before you start.
3. Plan your next steps – don't make decisions hastily.

# UNIT 8.6: Preparing to be an Entrepreneur

## Unit Objectives

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

1. Discuss how market research is carried out
2. Describe the 4 Ps of marketing
3. Discuss the importance of idea generation
4. Recall basic business terminology
5. Discuss the need for CRM
6. Discuss the benefits of CRM
7. Discuss the need for networking
8. Discuss the benefits of networking
9. Understand the importance of setting goals
10. Differentiate between short-term, medium-term and long-term goals
11. Discuss how to write a business plan
12. Explain the financial planning process
13. Discuss ways to manage your risk
14. Describe the procedure and formalities for applying for bank finance
15. Discuss how to manage your own enterprise
16. List important questions that every entrepreneur should ask before starting an enterprise

## 8.5.8 Success & Failures

**Understanding Market Research**

Market research is the process of gathering, analyzing and interpreting market information on a product or service that is being sold in that market. It also includes information on:

- Past, present and prospective customers
- Customer characteristics and spending habits
- The location and needs of the target market
- The overall industry
- Relevant competitors

**Market research involves two types of data:**

- Primary information. This is research collected by yourself or by someone hired by you.
- Secondary information. This is research that already exists and is out there for you to find and use.

**Primary research**

Primary research can be of two types:

- **Exploratory:** This is open-ended and usually involves detailed, unstructured interviews.
- **Specific:** This is precise and involves structured, formal interviews. Conducting specific research is the more expensive than conducting exploratory research.

**Secondary research**

Secondary research uses outside information. Some common secondary sources are:

- **Public sources:** These are usually free and have a lot of good information. Examples are government departments, business departments of public libraries etc.
- **Commercial sources:** These offer valuable information but usually require a fee to be paid. Examples are research and trade associations, banks and other financial institutions etc.
- **Educational institutions:** These offer a wealth of information. Examples are colleges, universities, technical institutes etc.

## 8.6.1 Market Study / The 4 Ps of Marketing / Importance of an IDEA

**Understanding Market Research**

Market research is the process of gathering, analyzing and interpreting market information on a product or service that is being sold in that market. It also includes information on:

- Past, present and prospective customers
- Customer characteristics and spending habits
- The location and needs of the target market
- The overall industry
- Relevant competitors

**Market research involves two types of data:**

- Primary information. This is research collected by yourself or by someone hired by you.
- Secondary information. This is research that already exists and is out there for you to find and use.

**Primary research**

Primary research can be of two types:

- **Exploratory:** This is open-ended and usually involves detailed, unstructured interviews.
- **Specific:** This is precise and involves structured, formal interviews. Conducting specific research is the more expensive than conducting exploratory research.

**Secondary research**

Secondary research uses outside information. Some common secondary sources are:

- **Public sources:** These are usually free and have a lot of good information. Examples are government departments, business departments of public libraries etc.
- **Commercial sources:** These offer valuable information but usually require a fee to be paid. Examples are research and trade associations, banks and other financial institutions etc.
- **Educational institutions:** These offer a wealth of information. Examples are colleges, universities, technical institutes etc.

## 8.6.1.1 The 4 Ps of Marketing

The 4 Ps of marketing are:

1. Product,
2. Price,
3. Promotion and
4. Place.

Let's look at each of these 4 Ps in detail.

**Product**

A product can be:

- A tangible good
- An intangible service

Whatever your product is, it is critical that you have a clear understanding of what you are offering, and what its unique characteristics are, before you begin with the marketing process.

Some questions to ask yourself are:

- What does the customer want from the product/service?
- What needs does it satisfy?
- Are there any more features that can be added?
- Does it have any expensive and unnecessary features?
- How will customers use it?
- What should it be called?
- How is it different from similar products?
- How much will it cost to produce?
- Can it be sold at a profit?

**Price**

Once all the elements of Product have been established, the Price factor needs to be considered. The Price of a Product will depend on several factors such as profit margins, supply, demand and the marketing strategy.

Some questions to ask yourself are:

- What is the value of the product/service to customers?
- Do local products/services have established price points?
- Is the customer price sensitive?
- Should discounts be offered?
- How is your price compared to that of your competitors?

**Promotion**

Once you are certain about your Product and your Price, the next step is to look at ways to promote it. Some key elements of promotion are advertising, public relations, social media marketing, email marketing, search engine marketing, video marketing and more.

Some questions to ask yourself are:

- Where should you promote your product or service?
- What is the best medium to use to reach your target audience?
- When would be the best time to promote your product?
- How are your competitors promoting their products?

**Place**

According to most marketers, the basis of marketing is about offering the right product, at the right price, at the right place, at the right time. For this reason, selecting the best possible location is critical for converting prospective clients into actual clients.

Some questions to ask yourself are:

- Will your product or service be looked for in a physical store, online or both?
- What should you do to access the most appropriate distribution channels?
- Will you require a sales force?
- Where are your competitors offering their products or services?
- Should you follow in your competitors' footsteps?
- Should you do something different from your competitors?

**Importance of an IDEA**

Ideas are the foundation of progress. An idea can be small or ground-breaking, easy to accomplish or extremely complicated to implement. Whatever the case, the fact that it is an idea gives it merit. Without ideas, nothing is possible. Most people are afraid to speak out their ideas, out for fear of being ridiculed. However, if are an entrepreneur and want to remain competitive and innovative, you need to bring your ideas out into the light.173

Some ways to do this are by:

- Establishing a culture of brainstorming where you invite all interested parties to contribute
- Discussing ideas out loud so that people can add their ideas, views, opinions to them
- Being open minded and not limiting your ideas, even if the idea who have seems ridiculous
- Not discarding ideas that you don't work on immediately, but instead making a note of them and shelving them so they can be revisited at a later date.

## 8.6.1.2 Tips

1. Keep in mind that good ideas do not always have to be unique.
2. Remember that timing plays a huge role in determining the success of your idea.
3. Situations and circumstances will always change, so be flexible and adapt your idea accordingly.

## 8.6.2 Business Entity Concepts: Basic Business Terminology

If your aim is to start and run a business, it is crucial that you have a good understanding of basic business terms. Every entrepreneur should be well versed in the following terms:

- **Accounting:** A systematic method of recording and reporting financial transactions.
- **Accounts payable:** Money owed by a company to its creditors.
- **Accounts Receivable:** The amount a company is owed by its clients.
- **Assets:** The value of everything a company owns and uses to conduct its business.
- **Balance Sheet:** A snapshot of a company's assets, liabilities and owner's equity at a given moment.
- **Bottom Line:** The total amount a business has earned or lost at the end of a month.
- **Business:** An organization that operates with the aim of making a profit.
- **Business to Business (B2B):** A business that sells goods or services to another business.

- **Business to Consumer (B2C):** A business that sells goods or services directly to the end user.
- **Capital:** The money a business has in its accounts, assets and investments. The two main types of capital are debt and equity.
- **Cash Flow:** The overall movement of funds through a business each month, including income and expenses.
- **Cash Flow Statement:** A statement showing the money that entered and exited a business during a specific period of time.
- **Contract:** A formal agreement to do work for pay.
- **Depreciation:** The degrading value of an asset over time.
- **Expense:** The costs that a business incurs through its operations.
- **Finance:** The management and allocation of money and other assets.
- **Financial Report:** A comprehensive account of a business' transactions and expenses.
- **Fixed Cost:** A one-time expense.
- **Income Statement (Profit and Loss Statement):** Shows the profitability of a business during a period of time.
- **Liabilities:** The value of what a business owes to someone else.
- **Marketing:** The process of promoting, selling and distributing a product or service.
- **Net Income/Profit:** Revenues minus expenses.
- **Net Worth:** The total value of a business.
- **Payback Period:** The amount of time it takes to recover the initial investment of a business.
- **Profit Margin:** The ratio of profit, divided by revenue, displayed as a percentage.
- **Return on Investment (ROI):** The amount of money a business gets as return from an investment.
- **Revenue:** The total amount of income before expenses are subtracted.
- **Sales Prospect:** A potential customer.
- **Supplier:** A provider of supplies to a business.
- **Target Market:** A specific group of customers at which a company's products and services are aimed.
- **Valuation:** An estimate of the overall worth of the business.
- **Variable Cost:** Expenses that change in proportion to the activity of a business.
- **Working Capital:** Calculated as current assets minus current liabilities.
- **Business Transactions:** There are three types of business transactions. These are:
    - **Simple Transactions –** Usually a single transaction between a vendor and a customer. For example: Buying a cup of coffee.
    - **Complex Transactions –** These transactions go through a number of events before they can be completed. For example: Buying a house.
    - **Ongoing transactions –** These transactions usually require a contract. For example: Contract with a vendor.

## 8.6.3 Basic Accounting Formulas

Take a look some important accounting formulas that every entrepreneur needs to know.

1. The Accounting Equation: This is value of everything a company owns and uses to conduct its business.

   Formula: Assets = Liability + Owner's Equity
2. Net Income: This is the profit of the company. Formula: Net Income = Revenues – Expenses
3. Break-Even Point: This is the point at which the company will not make a profit or a loss. The total cost and total revenues are equal.

   Formula: Break-Even = Fixed Costs/Sales Price – Variable Cost per Unit
4. Cash Ratio: This tells us about the liquidity of a company. Formula: Cash Ratio = Cash/Current Liabilities
5. Profit Margin: This is shown as a percentage. It shows what percentage of sales are left over after all the expenses are paid by the business.

   Formula: Profit Margin = Net Income/Sales
6. Debt-to-Equity Ratio: This ratio shows how much equity and debt a company is using to finance its assets, and whether the shareholder equity can fulfill obligations to creditors if the business starts making a loss.

   Formula: Debt-to-Equity Ratio = Total Liabilities/Total Equity
7. Cost of Goods Sold: This is the total of all costs used to create a product or service, which has been sold.

   Formula: Cost of Goods Sold = Cost of Materials/Inventory – Cost of Outputs
8. Return on Investment (ROI): This is usually shown as a percentage. It calculates the profits of an investment as a percentage of the original cost.

   Formula: ROI = Net Profit/Total Investment * 100
9. Simple Interest: This is money you can earn by initially investing some money (the principal).

   Formula: A = P(1 + rt); R = r * 100

   Where:

   A = Total Accrued Amount (principal + interest) P = Principal Amount

   I = Interest Amount

   r = Rate of Interest per year in decimal; r = R/100 t = Time Period involved in months or years
10. Annual Compound Interest: The calculates the addition of interest to the principal sum of a loan or deposit.

    Formula:

    A = P (1 + r/n) ^ nt

    Where, A = the future value of the investment/loan, including interest

    P = the principal investment amount (the initial deposit or loan amount) r = the annual interest rate (decimal)

    n=thenumberoftimesthatinterestiscompoundedperyeart=thenumberofyearsthemoneyisinvested or borrowed for.

## 8.6.4 CRM & Networking

**What is CRM?**

CRM stands for Customer Relationship Management. Originally the expression Customer Relationship Management meant managing one's relationship with customers. However, today it refers to IT systems and software designed to help companies manage their relationships.

**The Need for CRM**

The better a company can manage its relationships with its customers, the higher the chances of the company's success. For any entrepreneur, the ability to successfully retain existing customers and expand the enterprise is paramount. This is why IT systems that focus on addressing the problems of dealing with customers on a daily basis are becoming more and more in demand.

Customer needs change over time, and technology can make it easier to understand what customers really want. This insight helps companies to be more responsive to the needs of their customers. It enables them to modify their business operations when required, so that their customers are always served in the best manner possible. Simply put, CRM helps companies recognize the value of their clients and enables them to capitalize on improved customer relations.

**Benifits of CRM**

CRM has a number of important benefits:

- It helps improve relations with existing customers which can lead to: Increased sales
    - Identification of customer needs
    - Cross-selling of products
    - It results in better marketing of one's products or services
- It enhances customer satisfaction and retention
- It improves profitability by identifying and focusing on the most profitable customers

## 8.6.4.1 What is Networking?

In business, networking means leveraging your business and personal connections in order to bring in a regular supply of new business. This marketing method is effective as well as low cost. It is a great way to develop sales opportunities and contacts. Networking can be based on referrals and introductions, or can take place via phone, email, and social and business networking websites.

**The Need for Networking**

Networking is an essential personal skill for business people, but it is even more important for entrepreneurs. The process of networking has its roots in relationship building. Networking results in greater communication and a stronger presence in the entrepreneurial ecosystem. This helps build strong relationships with other entrepreneurs.

Business networking events held across the globe play a huge role in connecting like-minded entrepreneurs who share the same fundamental beliefs in communication, exchanging ideas and converting ideas into realities. Such networking events also play a crucial role in connecting entrepreneurs with potential investors. Entrepreneurs may have vastly different experiences and backgrounds but they all have a common goal in mind – they all seek connection, inspiration, advice, opportunities and mentors. Networking offers them a platform to do just that. Benefits of Networking

Networking offers numerous benefits for entrepreneurs. Some of the major benefits are:

- Getting high quality leads
- Increased business opportunities

- Good source of relevant connections
- Advice from like-minded entrepreneurs
- Gaining visibility and raising your profile
- Meeting positive and enthusiastic people
- Increased self-confidence
- Satisfaction from helping others
- Building strong and lasting friendships

## 8.6.4.2 Tips

1. Use social media interactions to identify needs and gather feedback.
2. When networking, ask open-ended questions rather than yes/no type questions.

## 8.6.5 Business Plan: Why Set Goals

Setting goals is important because it gives you long-term vision and short-term motivation. Goals can be short term, medium term and long term.

**Short-Term Goals**

- These are specific goals for the immediate future. Example: Repairing a machine that has failed. Medium- Term Goals
- These goals are built on your short term goals.
- They do not need to be as specific as your short term goals.

**Example:** Arranging for a service contract to ensure that your machines don't fail again.

**Long-Term Goals**

These goals require time and planning. They usually take a year or more to achieve.

**Example:** Planning your expenses so you can buy new machinery

**Why Create a Business Plan**

A business plan is a tool for understanding how your business is put together. It can be used to monitor progress, foster accountable and control the fate of the business. It usually offers a 3-5 year projection and outlines the plan that the company intends to follow to grow its revenues. A business plan is also a very important tool for getting the interest of key employees or future investors.

A business plan typically comprises of eight elements.

## 8.6.5.1 Elements of a Business Plan

**Executive Summary**

The executive summary follows the title page. The summary should clearly state your desires as the business owner in a short and businesslike way. It is an overview of your business and your plans. Ideally this should not be more than 1-2 pages.

Your Executive Summary should include:

- **The Mission Statement:** Explain what your business is all about.
  Example: Nike's Mission Statement
  Nike's mission statement is "To bring inspiration and innovation to every athlete in the world."
- **Company Information:** Provide information like when your business was formed, the names and roles of the founders, the number of employees, your business location(s) etc.
- **Growth Highlights:** Mention examples of company growth. Use graphs and charts where possible.
- **Your Products/Services:** Describe the products or services provided.
- **Financial Information:** Provide details on current bank and investors.
- **Summarize future plans:** Describe where you see your business in the future.

**Business Description**

The second section of your business plan needs to provide a detailed review of the different elements of your business. This will help potential investors to correctly understand your business goal and the uniqueness of your offering.

Your Business Description should include:

- A description of the nature of your business
- The market needs that you are aiming to satisfy
- The ways in which your products and services meet these needs
- The specific consumers and organizations that you intend to serve
- Your specific competitive advantages

**Market Analysis**

The market analysis section usually follows the business description. The aim of this section is to showcase your industry and market knowledge. This is also the section where you should lay down your research findings and conclusions.

Your Market Analysis should include:

- Your industry description and outlook
- Information on your target market
- The needs and demographics of your target audience
- The size of your target market
- The amount of market share you want to capture
- Your pricing structure
- Your competitive analysis
- Any regulatory requirements

**Organization & Management**

This section should come immediately after the Market Analysis. Your Organization & Management section should include:

- Your company's organizational structure
- Details of your company's ownership
- Details of your management team

- Qualifications of your board of directors
- Detailed descriptions of each division/department and its function
- The salary and benefits package that you offer your people
- The incentives that you offer

**Service or Product Line**

The next section is the service or product line section. This is where you describe your service or product, and stress on their benefits to potential and current customers. Explain in detail why your product of choice will fulfill the needs of your target audience.

Your Service or Product Line section should include:

- A description of your product/service
- A description of your product or service's life cycle
- A list of any copyright or patent filings
- A description of any R&D activities that you are involved in or planning

**Marketing & Sales**

Once the Service or Product Line section of your plan has been completed, you should start on the description of the marketing and sales management strategy for your business.

Your Marketing section should include the following strategies:

- **Market penetration strategy:** This strategy focuses on selling your existing products or services in existing markets, in order to increase your market share.
- **Growth strategy:** This strategy focuses on increasing the amount of market share, even if it reduces earnings in the short-term.
- **Channels of distribution strategy:** These can be wholesalers, retailers, distributers and even the internet.
- **Communication strategy:** These can be written strategies (e-mail, text, chat), oral strategies (phone calls, video chats, face-to-face conversations), non-verbal strategies (body language, facial expressions, tone of voice) and visual strategies (signs, webpages, illustrations).

Your Sales section should include the following information:

- **A salesforce strategy:** This strategy focuses on increasing the revenue of the enterprise.
- **A breakdown of your sales activities:** This means detailing out how you intend to sell your products or services – will you sell it offline or online, how many units do you intend to sell, what price do you plan to sell each unit at, etc.

**Funding Request**

This section is specifically for those who require funding for their venture. The Funding Request section should include the following information:

- How much funding you currently require.
- How much funding you will require over the next five years. This will depend on your long-term goals.
- The type of funding you want and how you plan to use it. Do you want funding that can be used only for a specific purpose, or funding that can be used for any kind of requirement?
- Strategic plans for the future. This will involve detailing out your long-term plans – what these plans are and how much money you will require to put these plans in motions.

- Historical and prospective financial information. This can be done by creating and maintaining all your financial records, right from the moment your enterprise started, to the present day. Documents required for this are your balance sheet which contains details of your company's assets and liabilities, your income statement which lists your company's revenues, expenses and net income for the year, your tax returns (usually for the last three years) and your cash flow budget which lists the cash that came in, the cash that went out and states whether you had a cash deficit (negative balance) or surplus (positive balance) at the end of each month.

**Financial Planning**

Before you begin building your enterprise, you need to plan your finances. Take a look at the steps for financial planning:

- **Step 1:** Create a financial plan. This should include your goals, strategies and timelines for accomplishing these goals.
- **Step 2:** Organize all your important financial documents. Maintain a file to hold your investment details, bank statements, tax papers, credit card bills, insurance papers and any other financial records.
- **Step 3:** Calculate your net worth. This means figure out what you own (assets like your house, bank accounts, investments etc.), and then subtract what you owe (liabilities like loans, pending credit card amounts etc.) the amount you are left with is your net worth.
- **Step 4:** Make a spending plan. This means write down in detail where your money will come from, and where it will go.
- **Step 5:** Build an emergency fund. A good emergency fund contains enough money to cover at least 6 months' worth of expenses.
- **Step 6:** Set up your insurance. Insurance provides long term financial security and protects you against risk.

**Risk Management**

As an entrepreneur, it is critical that you evaluate the risks involved with the type of enterprise that you want to start, before you begin setting up your company. Once you have identified potential risks, you can take steps to reduce them. Some ways to manage risks are:

- Research similar business and find out about their risks and how they were minimized.
- Evaluate current market trends and find out if similar products or services that launched a while ago are still being well received by the public.
- Think about whether you really have the required expertise to launch your product or service.
- Examine your finances and see if you have enough income to start your enterprise.
- Be aware of the current state of the economy, consider how the economy may change over time, and think about how your enterprise will be affected by any of those changes.
- Create a detailed business plan.

## 8.6.5.2 Tips

1. Ensure all the important elements are covered in your plan.
2. Scrutinize the numbers thoroughly.
3. Be concise and realistic.
4. Be conservative in your approach and your projections.
5. Use visuals like charts, graphs and images wherever possible.

## 8.6.6 Procedure and Formalities for Bank Finance

**The Need for Bank Finance**

For entrepreneurs, one of the most difficult challenges faced involves securing funds for start-ups. With numerous funding options available, entrepreneurs need to take a close look at which funding methodology works best for them. In India, banks are one of the largest funders of start-ups, offering funding to thousands of start-ups every year.

### 8.6.6.1 What Information Should Entrepreneurs Offer Banks for Funding

When approaching a bank, entrepreneurs must have a clear idea of the different criteria that banks use to screen, rate and process loan applications. Entrepreneurs must also be aware of the importance of providing banks with accurate and correct information. It is now easier than ever for financial institutions to track any default behaviour of loan applicants. Entrepreneurs looking for funding from banks must provide banks with information relating to their general credentials, financial situation and guarantees or collaterals that can be offered.

General Credentials

This is where you, as an entrepreneur, provide the bank with background information on yourself. Such information includes:

- **Letter(s) of Introduction:** This letter should be written by a respected business person who knows you well enough to introduce you. The aim of this letter is set across your achievements and vouch for your character and integrity.
- **Your Profile:** This is basically your resume. You need to give the bank a good idea of your educational achievements, professional training, qualifications, employment record and achievements.
- **Business Brochure:** A business brochure typically provides information on company products, clients, how long the business has been running for etc.
- **Bank and Other References:** If you have an account with another bank, providing those bank references is a good idea.
- **Proof of Company Ownership or Registration:** In some cases, you may need to provide the bank with proof of company ownership and registration. A list of assets and liabilities may also be required.

**Financial Situation**

Banks will expect current financial information on your enterprise. The standard financial reports you should be prepared with are:

- Balance Sheet
- Profit-and-Loss Account
- Cash-Flow Statement
- Projected Sales and Revenues
- Business Plan
- Feasibility Study

**Guarantees or Collaterals**

Usually banks will refuse to grant you a loan without security. You can offer assets which the bank can seize and sell off if you do not repay the loan. Fixed assets like machinery, equipment, vehicles etc. are also considered to be security for loans.

## 8.6.6.2 The Lending Criteria of Banks

Your request for funding will have a higher chance of success if you can satisfy the following lending criteria:

- Good cash flow
- Adequate shareholders' funds
- Adequate security
- Experience in business
- Good reputation

**The Procedure**

To apply for funding the following procedure will need to be followed.

- Submit your application form and all other required documents to the bank.
- The bank will carefully assess your credit worthiness and assign ratings by analyzing your business information with respect to parameters like management, financial, operational and industry information as well as past loan performance.
- The bank will make a decision as to whether or not you should be given funding.

## 8.6.6.3 Tips

1. Get advice on funding options from experienced bankers.
2. Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

## 8.6.7 Enterprise Management - An Overview

To manage your enterprise effectively you need to look at many different aspects, right from managing the day-to-day activities to figuring out how to handle a large scale event. Let's take a look at some simple steps to manage your company effectively.

**Step 1: Use your leadership skills and ask for advice when required:** Let's take the example of Ramu, an entrepreneur who has recently started his own enterprise. Ramu has good leadership skills – he is honest, communicates well, knows how to delegate work etc. These leadership skills definitely help Ramu in the management of his enterprise. However, sometimes Ramu comes across situations that he is unsure how to handle. What should Ramu do in this case? One solution is for him to find a more experienced manager who is willing to mentor him. Another solution is for Ramu to use his networking skills so that he can connect with managers from other organizations, who can give him advice on how to handle such situations.

**Step 2: Divide your work amongst others – realize that you cannot handle everything yourself:** Even the most skilled manager in the world will not be able to manage every single task that an enterprise will demand of him. A smart manager needs to realize that the key to managing his enterprise lies in his dividing all his work between those around him. This is known as delegation. However, delegating is not enough. A manager must delegate effectively if he wants to see results. This is important because delegating, when done incorrectly, can result in you creating even more work for yourself. To delegate effectively, you can start by making two lists. One list should contain the things that you know you need to handle yourself. The second list should contain the things that you are confident can be given to others to manage and handle. Besides incorrect delegation, another issue that may arise is over-delegation. This means giving away too many of your tasks to others. The problem with this is, the more tasks you delegate, the more time you will spend tracking and monitoring the work progress of those you have handed the tasks to. This will leave you with very little time to finish your own work.

**Step 3: Hire the right people for the job:** Hiring the right people goes a long way towards effectively managing your enterprise. To hire the best people suited for the job, you need to be very careful with your interview process. You should ask potential candidates the right questions and evaluate their answers carefully. Carrying out background checks is always a good practice. Running a credit check is also a good idea, especially if the people you are planning to hire will be handling your money. Create a detailed job description for each role that you want filled and ensure that all candidates have a clear and correct understanding of the job description. You should also have an employee manual in place, where you put down every expectation that you have from your employees. All these actions will help ensure that the right people are approached for running your enterprise.

**Step 4: Motivate your employees and train them well:** Your enterprise can only be managed effectively if your employees are motivated to work hard for your enterprise. Part of being motivated involves your employees believing in the vision and mission of your enterprise and genuinely wanting to make efforts towards pursuing the same. You can motivate your employees with recognition, bonuses and rewards for achievements. You can also motivate them by telling them about how their efforts have led to the company's success. This will help them feel pride and give them a sense of responsibility that will increase their motivation.

Besides motivating your people, your employees should be constantly trained in new practices and technologies. Remember, training is not a one-time effort. It is a consistent effort that needs to be carried out regularly.

**Step 5: Train your people to handle your customers well:** Your employees need to be well-versed in the art of customer management. This means they should be able to understand what their customers want, and also know how to satisfy their needs. For them to truly understand this, they need to see how you deal effectively with customers. This is called leading by example. Show them how you sincerely listen to your clients and the efforts that you put into understand their requirements. Let them listen to the type of questions that you ask your clients so they understand which questions are appropriate.

**Step 6: Market your enterprise effectively:** Use all your skills and the skills of your employees to market your enterprise in an effective manner. You can also hire a marketing agency if you feel you need help in this area.

Now that you know what is required to run your enterprise effectively, put these steps into play, and see how much easier managing your enterprise becomes!

## 8.6.7.1 Tips

1. Get advice on funding options from experienced bankers.
2. Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

## 8.6.7.2 Considering Entrepreneurship

Questions to Ask Yourself Before Considering Entrepreneurship

- Why am I starting a business?
- What problem am I solving?
- Have others attempted to solve this problem before? Did they succeed or fail?
- Do I have a mentor or industry expert that I can call on?

- Who is my ideal customer?
- Who are my competitors?
- What makes my business idea different from other business ideas?
- What are the key features of my product or service?
- Have I done a SWOT analysis?
- What is the size of the market that will buy my product or service?
- What would it take to build a minimum viable product to test the market?
- How much money do I need to get started?
- Will I need to get a loan?
- How soon will my products or services be available?
- When will I break even or make a profit?
- How will those who invest in my idea make a profit?
- How should I set up the legal structure of my business?
- What taxes will I need to pay?
- What kind of insurance will I need?
- Have I reached out to potential customers for feedback

## 8.6.7.3 Tips

1. It is very important to validate your business ideas before you invest significant time, money and resources into it.
2. The more questions you ask yourself, the more prepared you will be to handle to highs and lows of starting an enterprise.

**Footnotes:**

1. A mentor is a trusted and experienced person who is willing to coach and guide you.
2. A customer is someone who buys goods and/or services.
3. A competitor is a person or company that sells products and/or services similar to your products and/or services.
4. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. To conduct a SWOT analysis of your company, you need to list down all the strengths and weaknesses of your company, the opportunities that are present for your company and the threats faced by your company.
5. A minimum viable product is a product that has the fewest possible features, that can be sold to customers, for the purpose of getting feedback from customers on the product.
6. A company is said to break even when the profits of the company are equal to the costs.
7. The legal structure could be a sole proprietorship, partnership or limited liability partnership.
8. There are two types of taxes – direct taxes payable by a person or a company, or indirect taxes charged on goods and/or services.
9. There are two types of insurance – life insurance and general insurance. Life insurance covers human life while general insurance covers assets like animals, goods, cars etc.

Skill India
कौशल भारत - कुशल भारत

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

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

FURNITURE &
FITTINGS
SKILL COUNCIL


**Address:** 407-408, 4th Floor, DLF City Court, MG Road
Sikanderpur Gurugram - 122002, Haryana, India
**Email:** info@ffsc.in
**Web:** www.ffsc.in
**Phone:** +91 124 4513900


ISBN 978-93-5271-242-7
9 789352 712427

**Price:**

"This book is provided free to students under the PMKVY (Pradhan Mantri Kaushal Vikas Yojana)."