

ENTREPRENEURIAL TRAINING: A PRE-REQUISITE FOR WOMEN ENTREPRENEURS DEVELOPMENT IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS (VUCA) ENVIRONMENT

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1. Women Entrepreneurs

At present women are performing remarkably sound in diverse spheres of activities like academics, politics, administration, entrepreneurship and social work. Participation of women in economic activities is now emerging as a universal. In India the policy framework for developing entrepreneurial skills, providing vocation education and training has broadened the

perspective for economic empowerment of women. Only a few women entrepreneurs are performing successfully both in social and economic fields. Government of India has introduced National Skill Development Policy and National Skill Development Mission in 2009 in order to provide skill training, vocational education and entrepreneurship development to the emerging work force. However, entrepreneurship development and skill

training is not the only responsibility of Government, many institutions must be set up to conduct training programs for women entrepreneurial development

2. Women Entrepreneurs and Five Year Plans

There has been a reformed growth in the planned disbursements over the decades to meet the requirement of women .First Five-Year Plan (1951-56) to Twelfth Five-Year Plan (2012 -2017) focused on: welfare measures for women, training of women, income, protection, health, education, employment, gender equality, empowerment, awareness regarding women rights, skill training and access to physical infrastructure.

3. Women Entrepreneurs in VUCA Environment

Women entrepreneurs comprise more than one quarter of total country's population .Women entrepreneurs are an integral and vital force in the development processes that are the key to socio-economic progress. Yet, half a billion women entrepreneurs lack access to credit, resources and markets. For these women entrepreneurs, management of even the smallest assets can be crucial, as

they live in uncertain conditions. However, with absence of collateral, these women entrepreneurs are seldom able to obtain loans from banks and other formal financial institutions. Thus, they are forced to a status of invisibility and powerlessness. Despite their invisibility in the labor force and challenges faced these women entrepreneurs they struggle to manage their business. Therefore, it is said that women entrepreneurs operate in the 'VUCA environment'.

4. Review of Literature

Diverse studies have been conducted enunciating the significance of entrepreneurial training particularly in women entrepreneur's areas. The review comprises the following:

- Niyati Chaudhary (2017) the article highlights the status of women entrepreneurs, rationale behind the women entrepreneurship and analyzes policies in Five Year Plan of Indian government for women.
- Danish Ahmad Ansari (2016) the author emphasizes about the status of women entrepreneurs and the problems faced by them. The studies identify the push and pull factors motivating them to take up

entrepreneurial venture, internal and external factors demotivating women entrepreneurship.

- Deepa Vinay and Divya Singh (2015) the article deals with the concept of women entrepreneur, advantages of women entrepreneur, present status, impediments, measures to remove obstacles, steps taken by the Indian Government in term of five year plans. It highlights on the gender inequality faced by women entrepreneurs.
- Sucheta Agarwal (2015) the author projects that, entrepreneurship has developed as a global concept and employs competencies of entrepreneurs for success of their enterprises. Women entrepreneurs suffer the problem of work-life balance. Developing family responsibilities as well as their potential roles, generate the issue of role conflict
- Sindu and Satyamoorthy (2014) according to the authors: role conflict, role ambiguity and work family conflict create stress among women managers. They suggested the firm should follow the coping strategies such as stress management intervention programs, career planning and redesigning the job

to reduce stress. Limited access to formal education and training programmes were also factors contributing to setback.

- Juby. R and Dr. K.S Chandrasekar (2010) in their article throw light on the need to incorporate women entrepreneurship in the curriculum in schools and colleges, with the main objective of achieving enterprise development and its sustainability in Kerala. Majority of them are petty traders, beauty parlour owners and home level manufacturers of pickles ,papads and the like. The article gives certain product – oriented suggestions for fostering women entrepreneurship through education and training.
- N.Rajani (2008) attempts to explain the management training needs for women entrepreneurs. Entrepreneurial talents and capabilities are latent in all communities but their translation to innovative action depends on suitable stimuli and environment and these stimuli can be generated through proper training. Training women for entrepreneurial and managerial competencies should be considered as

one of the most important factors for accelerating growth. Hence appropriate training and interventions are needed to bring qualitative changes in the situation. The author opines that realizing the need for training, governmental agencies have started introducing several programs.

The review of studies simply demonstrates that, the women entrepreneurs survive in a VUCA environment.

5. Need for the Study

Sustainable development includes holistic contribution process of various sectors' participation in definition, decision and implementation .Development in Volatile, Uncertain, Complex and Ambiguous (VUCA) environment should focus on:
Sectors: this includes agriculture, banking, infrastructure, entrepreneurship, retail etc.
Economics ; this composes capital, increased employment, income growth, enhanced salaries, production, value chains and resource mobilization: **Administrative;** this constitutes social solidarity building, training, functionality, competitiveness and institutional building :**Social;** this includes poverty alleviation, women entrepreneurs, women participation, gender equality, diversity, education and health :**Assistance;**

this involves financial, marketing, training and support services: **Management;** this comprises decision making, negotiations and strategic partnership. Entrepreneurial training is observed as a tool concentrating on women entrepreneurs' development. The sustained women entrepreneurs' development will contribute to escalation of sectoral, economic, administrative, social, assistance and management components to meet the competition in the VUCA environment. Hence the paper focuses on entrepreneurial training as a prerequisite for women entrepreneurial development in the VUCA environment.

6. Objectives of the study

- To study the status of women entrepreneurs
- To study women entrepreneurs existence in VUCA environment.
- To study entrepreneurial training as a prerequisite in VUCA environment

7. Methodology

The study was carried in Bangalore urban district. Data was collected from primary and secondary source Primary data was collected through focus group interview; a heterogeneous focus group (women entrepreneurs) was identified based on the

objectives of the study. The responses were recorded and the recorded data was analyzed to arrive at the findings of the study. Secondary data was assembled from books, reports, publications, bulletins and internet. The recorded information is presented descriptively.

8. Findings and Discussion

8.1. Status of women entrepreneurs

The data indicated that economic requirement is the essential initiating factor for the women to take up entrepreneurship. Women with small families enter into entrepreneurship compared to those with large families who intend support the family with their income. Married women received support directly / indirectly to start and manage their enterprises. Entrepreneurial personality of the women entrepreneurs was assessed on entrepreneurial personality characteristics which included initiation, risk taking, sociability, leadership, independence etc. The data collected revealed that entrepreneurial personality trait ranged from low average to high average and majority possessed only average personality profile. Several factors like socio, economic demographic and cultural were contributing to average entrepreneurial personality

profile. Management skills like people skills, communication skills, negotiation skills, co- ordination skills, etc. was low. Appropriate education and training in entrepreneurship skills is necessary for women entrepreneurs The respondents expressed that 15 % were effectively managing their business in terms of profit and the remaining were merely surviving in their enterprises. The women entrepreneurs (56%) belonged to service sector, 20% belonged to production and 24% of women entrepreneurs belonged to business sectors respectively. In the absence of formal training, the quality of planning are generally affected and an adverse kind of results are seen in their businesses

8.2. Women entrepreneurs' existence in VUCA environment

Women entrepreneurs are victims of gender discrimination and this gender gap is widespread in resource access, control of resources, economic opportunities, power and political voice. The women entrepreneurs are the major work force in the city but are unrecognized in the society. It was observed that there were absence of property holdings, education and skill to obtain employment in the formal and

organized sector. The findings revealed that lack of family support, non-cooperation of male counterparts, weak bargaining position, psychological barriers, lack of experience, lack of knowledge, lack of society support, harassment, difficulties in obtaining loans, lack of awareness about credit facilities, lack of infrastructure facilities, strict regulations and policies and lack of marketing were obstacles faced by women entrepreneurs. Thus it can be observed that women entrepreneurs survive in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment

8.3. Entrepreneurial Training: A prerequisite for women entrepreneurial development in VUCA environment

Considering Entrepreneurial Training, as a prerequisite for women entrepreneurial development in VUCA environment many institutions are initiating and organizing trainings programs. Though many institutions are conducting training programs, the appropriate feedbacks and review depicts that the success rates of the different training programmes are not same. A well-designed training programmes should comprise important stages like: Pre-training, Training and Post-training. The

candidate for entrepreneurial training should be selected on the basis of factors like: need for accomplishment, capability to take calculated risk, self-confidence, problem solving nature, awareness of available alternatives, leadership qualities, support family etc .

The stages of training should focus on the following:

- Pre –training stage : This should focus on ;
 - Choosing entrepreneurship as career option and also to highlight the merits of pursuing such a career option
- Training stage : This should focus ;
 - Awareness training and training on identification of opportunities for entrepreneurs
 - Training regarding the mechanism of product selection and technology
 - Training on Govt. formalities, location, aspects of an industrial venture, financial assistance
 - Training on communication skills , networking , leadership ,interpersonal skills and stress management

- Post Training stage : This should focus;
 - Training for scaling up business
 - Organizing lectures and training by successful entrepreneurs

On analysis and observations in the study area, specific entrepreneurial training has evolved principles to counter the VUCA environment.

- **Volatile:** The emerging principles to counter the volatility are through initiating training programs encouraging women entrepreneurs to take up sustainable livelihood activities. These activities generate income, additional income, promote savings, access to loan and ensure loan repayment. Thus training can facilitate the mitigation of risk contributing towards stability. It was observed from the study that volatility lends itself to innovation.
- **Uncertain:** The principle to counter uncertainty is through initiating capacity building training programmes for women entrepreneurs. This will facilitate rapport building, networking, personality development,

communication skill building, and practical application skills. The capacity building training can also focus on conducting assessment and studies through market survey, resource assessment, market assessment, information seeking and building linkages. The communication training can develop their bargaining power, reduce the activity cost, enhance participation and instill confidence. The observations and findings demonstrate that uncertainty lends itself to reliance on capacity building training.

- **Complex:** The principle to counter complexity is through structured delivery system. Structured delivery of entrepreneurial training has and will promote women entrepreneurial development .Sustainable employment and income generation are the indicators of the success and potential of the programs .The complexity of the system lends itself to clarity through structured delivery of the training.

- **Ambiguous:** The principle to counter ambiguity is through a structured approach, one such approach is through different levels of training to women entrepreneur. Many institutions have to be set up and training has to be provided at different phases. The functioning of the structured delivery model has to render to flexibility in operations and this can be lent itself to replicating the model across the nation and countries.

Entrepreneurial training can prove as a panacea for women entrepreneurs in the VUCA environment.

9. Conclusion

The study highlights that woman entrepreneurs survive in VUCA environment. The main objective was to examine whether entrepreneurial training could enable the entrepreneurs to face challenges. The findings reveal that contribution of training is significant in women entrepreneurship development in VUCA environment. Entrepreneurial Training can develop positive attitude

towards self-employment among women entrepreneurs

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