

Problem solving skill

Problem solving is the act of defining a problem; determining the cause of the problem; identifying, prioritizing, and selecting alternatives for a solution; and implementing a solution. Steps of problem-solving.

Step 1. Define the problem

- I. Differentiate fact from opinion
- II. Specify underlying causes
- III. Consult each faction involved for information
- IV. State the problem specifically
- V. Identify what standard or expectation is violated
- VI. Determine in which process the problem lies
- VII. Avoid trying to solve the problem without data

Step 2. Generate alternative solutions

- I. Postpone evaluating alternatives initially
- II. Include all involved individuals in the generating of alternatives
- III. Specify alternatives consistent with organizational goals
- IV. Specify short- and long-term alternatives
- V. Brainstorm on others' ideas
- VI. Seek alternatives that may solve the problem

Step 3. Evaluate and select an alternative

- I. Evaluate alternatives relative to a target standard
- II. Evaluate all alternatives without bias
- III. Evaluate alternatives relative to established goals
- IV. Evaluate both proven and possible outcomes
- V. State the selected alternative explicitly

Step 4. Implement and follow up on the solution

- I. Plan and implement a pilot test of the chosen alternative
- II. Gather feedback from all affected parties
- III. Seek acceptance or consensus by all those affected
- IV. Establish ongoing measures and monitoring
- V. Evaluate long-term results based on final solution

Entrepreneurial Motivation

CONCEPT

The term ‘motivation’ derived from word ‘motive’. Motive may be defined as an inner state of our mind that moves or activates or energizes and directs our behaviour towards our goals. Motives are expressions of a person’s goals or needs.

According to Dalton E. McFarland, “motivation refers to the way in which urges, drives, desires, striving aspirations or needs direct, control or explain the behaviour of human-being”.

There are three basic elements of the process motivation i.e., i) motive, ii) behaviour, iii) goal,

Goals are a form of self-regulation adopted by humans to achieve specific aims,

Behaviour is an organism’s activities in response to external or internal stimuli, including objectively observable activities, introspectively observable activities, and nonconscious processes.



Psychologists often classify behaviors into two categories: overt and covert. *Overt behaviors* are those which are directly observable, such as talking, running, scratching or blinking. *Covert behaviors* are those which go on inside the skin. They include such private events as thinking and



Fig: Process of Motivation

imagining.

MOTIVATION THEORIES:

Human motivations are often triggered by human needs and human nature. Maslow’s Need Hierarchy Theory and McClelland’s Acquired Need Theory are relevant to explain entrepreneurial motivation

Maslow’s Need Hierarchy Theory: The human needs are classified into five sequential need clusters from lower to higher and once the lower order needs are satisfied than those no longer motivates the individual, these are;

- i. *Physiological Needs:* Entrepreneurs being a human need to meet their physiological needs for survival. Hence, they are motivated to work in the enterprise to have economic rewards to meet the basic needs.

- ii. *Safety and security needs:* These needs find expression in such desires as economic security and protection from physical dangers.
- iii. *Social needs:* Man is a social animal. An entrepreneur is motivated to interact with fellow entrepreneurs, his employees and others.
- iv. *Esteem needs:* these needs refer to self-esteem and self-respect. In case of entrepreneurs, the ownership and self-control over enterprise satisfies their esteem needs by providing them status, respect, reputation and independence.
- v. *Self-Actualisation:* The term 'self-actualisation' was coined by Kurt Goldstein and means to become actualized in what one is potentially good at. An entrepreneur may achieve self-actualization in being a successful entrepreneur.

The process of need satisfying behaviour goes on till the last need. For, entrepreneur it is mostly social, esteem and self-actualisation needs which motivate them to work more and more for satisfying them.

McClelland's Acquired Need Theory:

According to David McClelland, a person acquires three types of needs as a result of one's life experience.

- i. *Need for Affiliation:* these refer to needs to establish and maintain friendly and ward relations with others.
- ii. *Need for power:* these mean the one's desire to dominate and influence others by using physical objects and actions.
- iii. *Need for achievement:* This refers to one's desire to accomplish something with own efforts. This implies one's will to excel in his/ her efforts.

Motivating Factors:

Sharma classified all the factors responsible for motivating entrepreneurs

1. *Internal factors:*
 - a. Desire to do something new
 - b. Educational background
 - c. Occupational background or experience
2. *External factors:*
 - a. Government assistance and support
 - b. Availability of labour and raw material
 - c. Encouragement from big business houses
 - d. Promising demand for the product.

Another classification by Murthy *et al.* entrepreneurial motivation to start a business entrepreneurship:

1. Ambitious factors
2. Compelling factors
3. Facilitating factors