

Topic 1 - Business Mindedness and Entrepreneurship

Activity 1.1

Fix This Business!

A Problem-Solving Game, where you imagine a given Scenario and try solving the problem it faces.

A small shop has:

- Low sales
- Many customers, but no repeat customers
- Good product, poor service

Tasks to do-

Suggest three changes the owner should make:

- One mindset change
- One value-creation idea
- One decision to reduce risk

This activity feels like being a business consultancy, which will help in business and entrepreneurial problem solving skills.

المقدمة

خدا تعلق قرآن مجید ما فرماوے چھے:

"يَا أَيُّهَا الَّذِينَ آمَنُوا هَلْ أَدُلُّكُمْ عَلَىٰ تِجَارَةٍ تُنْجِيكُمْ مِّنْ عَذَابٍ أَلِيمٍ"^۱

فحوی۔ اے ایمان لاؤنار لوگو، سونہ تمنے وہ تجارة نی دلالة نر بتا وجر تمنے عذاب سی بچاوے،
ائمة طاہرین ع^۲ نے یر ۳ مثل اپ نادعاة مطلقین رض نو دنیا نے اخرة نا تجارة ما مقام معلوم
چھے، یر سگلا نو تجارة دین نا اساس پرانے دنیا نی بہودگی پر مبنی چھے، تر سبب سی یر سگلا
مقامات عالیة مؤمنین واسطے تجارة نے کاروبار ما اسوة حسنة چھے،

الداعي الاجل سیدنا محمد برهان الدین رض تجارة نی ذکر کرتا ہوا فرماوے چھے:

Kalemaat Nooraniyah 1.1

"رونری طلب کرنار نے جنگ کرنار نو ثواب چھے، مؤمنین تمیں سگلا وپاری قوم چھو،
بوہرہ قوم وپاری قوم چھو، سروس ما ہوئے مگر دعاء کروں چھونہ کر service minded پوتانو
business minded کری نے ہوئے جیم بنے تیم سی نکلی نے Business ما اوے، وپار
ما، تجارة ما برکتہ گھنی چھے اچ مؤمنین خدا یر تمنے برکتہ اپی چھے، گھنالو گو نی دکانو تھی چھے"^۲

^۱سورة الصف الایة: ۱۰

^۲المجلس الثاني ۱۶ھ

امثل تجارة مارغبة دلاوي نے مؤمنين ني معيشة نے رفع كرى نے دنيا نے اخره ماسعداء نازمة
ما شامل كرى دے چھے ، جر مثل الداعي الاجل سيدنا محمد برهان الدين رض اپنا ايک قصيدة
مباركة ما مؤمنين نے خطاب كرى نے فرماوے چھے:

"الافتحروا ديناً وديناً تجارة * من النار تنجي فهي خير المتاجر"

فخوى: هشيار! تمين سگلا دين انے دنيا ما اهوي تجارة كرو كر جر آگ سي بچاوي لے ، پچھي يه
خير ما خير وپيار چھے.

"In the modern economic world, the nature of work, income, and success is continuously changing. Traditional career paths that once promised stability are no longer sufficient on their own. Rapid technological advancement, globalization, shifting consumer behavior, and social challenges have created an environment where individuals must think independently, act creatively, and adapt quickly. In this context, business-mindedness and entrepreneurship have become essential skills rather than optional traits.

Business-mindedness refers to a way of thinking that is alert, responsible, and solution-focused. A business-minded individual does not merely accept situations as they are but actively observes, questions, and seeks improvement. This mindset involves understanding value, recognizing opportunities, managing resources wisely, and making thoughtful decisions. Entrepreneurship is the practical

application of this mindset. It is the process of converting ideas into action, problems into solutions, and effort into value.

Entrepreneurship is often misunderstood as being limited to starting large companies or becoming wealthy. In reality, entrepreneurship exists at many levels. A small shop owner adjusting products to meet customer needs, a homemaker starting a food service, a student launching an online tutoring platform, or a community group organizing a local enterprise are all examples of entrepreneurship in action. What unites these diverse examples is not size or profit, but initiative, responsibility, and value creation.”³

This chapter explores business-mindedness and entrepreneurship as a way of thinking and living. It explains how entrepreneurial attitudes are developed, how opportunities are identified from real-life situations, how risks are assessed and managed, and how businesses solve problems while creating value. The chapter also highlights the role of entrepreneurship in strengthening communities and promoting ethical, sustainable development.

³ Drucker, P. F. (2006). *Innovation and Entrepreneurship: Practice and Principles*. Harper Business.

Entrepreneurial Mindset and Attitude

“An entrepreneurial mindset is a particular way of thinking that enables individuals to identify opportunities, face challenges confidently, and take responsibility for outcomes. It is not an inborn talent but a skill that can be developed through experience, learning, and reflection.

People with an entrepreneurial mindset believe that progress is possible through effort and improvement. They do not wait passively for instructions or perfect conditions. Instead, they take initiative, explore alternatives, and remain open to learning. This mindset allows individuals to function effectively even in uncertain or changing environments.

The entrepreneurial mindset is closely linked to creativity, innovation, adaptability, and resilience. It encourages individuals to think beyond fixed rules and to apply knowledge in practical situations.”⁴



Figure 1: Entrepreneurial Mindset⁵

⁴ Scarborough, N. M., & Cornwall, J. R. (2019). Essentials of Entrepreneurship and Small Business Management (9th Ed.). Pearson Education.

⁵ Available at <https://www.juliewinklegiulioni.com/blog/leadership-matters/risky-business-strategies-to-encourage-employee-risk-taking/>, (Accessed: 13 January 2026)

Attitude as the Foundation of Entrepreneurship

While skills and resources are important, attitude often determines whether a business idea succeeds or fails. Entrepreneurial attitude includes qualities such as confidence, patience, discipline, curiosity, and persistence.

Entrepreneurs understand that challenges are a natural part of business. Delays, losses, competition, and mistakes are treated as learning experiences rather than reasons to quit. This attitude helps entrepreneurs remain motivated even when immediate results are not visible.

An important element of entrepreneurial attitude is ownership. Entrepreneurs take responsibility for both success and failure. Instead of blaming external factors, they analyze their decisions and adjust their strategies accordingly.

Example 1.1

Developing Entrepreneurial Attitude Early

Consider a student who starts offering tuition classes to younger students. Initially, attendance may be low, schedules may clash, and payments may be irregular. A non-entrepreneurial response would be to stop the effort. An entrepreneurial attitude, however, leads the student to improve teaching methods, adjust timing, communicate better with parents, and gradually build trust. Over time, the activity grows into a stable source of income and experience.

This example shows that entrepreneurship often begins with small steps and personal responsibility rather than large investments.

Entrepreneurial Mindset and Learning from Failure

Failure is often viewed negatively in society, but entrepreneurship treats failure as feedback. Many entrepreneurs fail multiple times before succeeding. Each failure provides insight into market behavior, customer expectations, or operational weaknesses. For example, a food business that fails due to poor pricing strategy may succeed later by adjusting portion size, sourcing costs, or target customers. The ability to reflect, learn, and restart is a defining feature of entrepreneurial thinking.⁶

Ethical Dimension of Entrepreneurial Attitude

An entrepreneurial mindset is incomplete without ethics. Ethical entrepreneurs value honesty, fairness, and responsibility. They understand that long-term success depends on trust — trust from customers, employees, suppliers, and the community.

Unethical practices may offer short-term gains but damage reputation and sustainability. Ethical thinking encourages entrepreneurs to consider the impact of their decisions on others and on society as a whole.

Kalemaat Nooraniyah 1.2

"کوئی رزق، کوئی نے اوتا دیر لاگے تویر حرام پر آمادہ نہ تھی جائی کر میں تو اتنو کرو
رونری تو ملتی نہی، اچھو حرام نو عمل کرو، کیم کر ایم دیکھے کر لاینال ما عند اللہ الا

⁶ Kuratko, D. F. (2020). Entrepreneurship: Theory, Process, Practice (11th Ed.). Cengage Learning.

بطاعتہ خدائے پاسے سی تمنے لیو وچھے ، خدائے نی طاعة سی ۷ ملے ، معصیة سی نہیں ملے ، تمارو حصہ ہسے تر ملی جاسے پن مؤمنین نی جماعہ! تمیں اهو و معصیة سی کوئی عمل کرسو تو تمارو حصہ ملی جاسے پن جردن بند تھا سے دروازہ تر پچھی انسان پریشان تھائی چھے کہ مارا رزق نا دروازہ بند کیم تھئی گیا؟ یہ تو خیال نہیں کرتو کہ جروقت دروازہ کھلا چھے تر وقت تو گناہو کرتو چلو جائی چھے ،” ۷

ایم واضح تھائی چھے کہ رزق کا و تو حلال نارستہ سی ۷ ، نہیں تو تجارۃ مافساد واقع تھئی جاسے انے برکۃ چالی جاسے۔

Quick tips:

Entrepreneurial attitude grows when you ask yourself daily:
What can I improve today?

Opportunity Identification: Turning Everyday Problems into Business Ideas

“A business opportunity exists when a person identifies a situation where value can be created by solving a problem, meeting a need, or improving an existing solution. Opportunities do not appear suddenly or magically; they are discovered through careful observation, curiosity, and awareness of surroundings.

Many people face the same problems daily, but only a few recognize these problems as potential business ideas. Entrepreneurs differ from others because they view problems as possibilities rather than inconveniences.

Opportunity identification is a core entrepreneurial skill because it connects creativity with economic feasibility. Without a genuine opportunity, even well-funded businesses may fail.”⁸

Sources of Business Opportunities

Business opportunities commonly arise from real-life situations such as:

- Unmet customer needs
- Poor quality or inefficient services
- High prices or lack of affordability
- Technological change
- Social or lifestyle changes

For example, busy urban lifestyles have increased demand for food delivery services,

⁸ Stevenson, H. H., & Jarillo, J. C. (1990). A paradigm of entrepreneurship: Entrepreneurial management. *Strategic Management Journal*, 11(5), 17–27

online education platforms, and home-based services. Similarly, environmental concerns have created opportunities in recycling, eco-friendly products, and renewable energy.

Entrepreneurs who stay alert to social, economic, and technological changes are better positioned to identify opportunities early.

Example 1.2

Burhani Tiffin Services is a women-led food business run by Dawoodi Bohra women in Mumbai. It began when women noticed that many working families wanted fresh, home-style food, but did not have time to cook daily.

Instead of treating this as a daily difficulty, they saw it as a business opportunity.

They started by cooking limited meals from home kitchens and supplying tiffin to nearby families. No shop was rented in the beginning. Orders were taken through phone calls and personal contacts. As demand increased, they improved packaging, timing, and menu planning.

The business grew through word of mouth and repeat customers.

Evaluating Opportunities before Acting

Not every idea is a good business opportunity. Entrepreneurs must evaluate opportunities based on:

- Demand
- Feasibility

- Cost
- Competition
- Sustainability

For example, selling seasonal products may generate short-term income but may not support long-term growth. Entrepreneurs therefore analyze whether an idea can be sustained beyond initial excitement.

Opportunity evaluation helps entrepreneurs avoid emotional decisions and focus on practicality

Quick tips:

If people are already paying to solve a problem, it is likely a real opportunity.

Ethical Considerations in Opportunity Identification

Ethical entrepreneurs ensure that opportunities do not exploit customers or harm society. For example, charging unfair prices during emergencies may create profit but damages trust and reputation.

Sustainable opportunities balance profitability with responsibility. Ethical thinking strengthens long-term business success.



Risk-Taking and Decision-Making

اسلام وپيار ڪروا ما گھني رغبه بتا وے چھه گرچہ ڪر بعض وقت اھما مشاڪل اوے ڪيم ڪر اھما گھنو
ثواب چھه ، مولانا الامام علي زين العابدين ع^۲ فرما وے چھه:

"ان الله عزوجل جعل الرزق عشرة اجزاء - تسعة منها في التجارة وجزء في سائر الاشياء"^۱

خدا تعلقير رزق نے دس ۱۰ اجزاء ما ڪيو چھه - ۹ اجزاء وپيار ما چھه انے ايك ۱ جزء بيجا چيزو
ما چھه ، گرچہ وپيار ما risk ليو وپڙے مگر اھما ڪينڪ فوائد حاصل تھئي چھه.

Risk refers to the possibility that outcomes may differ from expectations. In entrepreneurship, risk is unavoidable because decisions are made under uncertainty. However, entrepreneurs do not eliminate risk, they manage it.

Risk exists in various forms:

- Financial risk
- Market risk
- Operational risk
- Personal risk

Understanding these risks helps entrepreneurs make informed decisions rather than emotional ones.

^۱ ڪتاب مختصر الاثار الجزء الثاني

Risk-Taking vs Recklessness

A common misconception is that entrepreneurs are reckless risk-takers. In reality, successful entrepreneurs are calculated risk-takers. They gather information, test ideas, and plan before committing resources.



Figure 2: Risk¹⁰

For example, instead of investing all savings at once, an entrepreneur may begin with a pilot project. This approach reduces potential loss while providing valuable learning.

Example 1.3

A small clothing seller wanted to expand into online sales. Rather than opening a full website immediately, she began selling through social media platforms. After understanding demand and logistics, she invested in a formal online store.

This decision reduced financial risk and improved confidence.

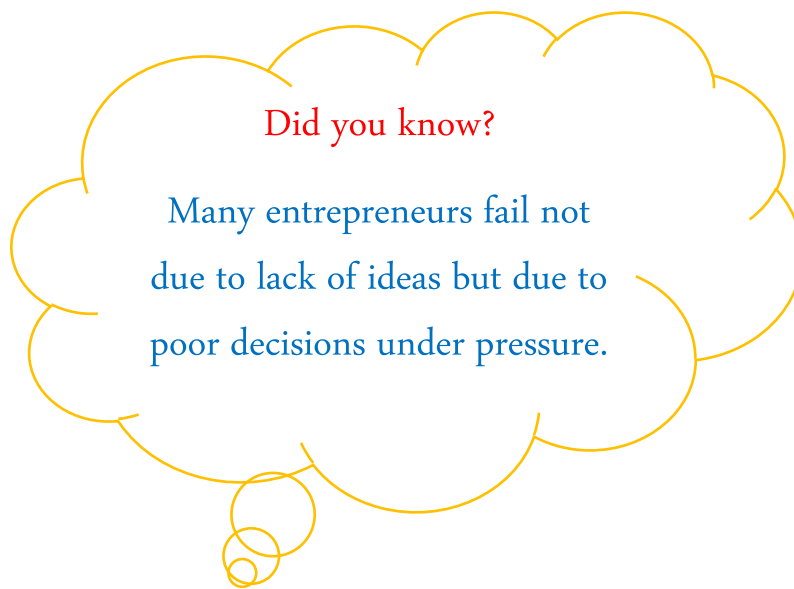
¹⁰ Available at <https://www.juliewinklegiulioni.com/blog/leadership-matters/risky-business-strategies-to-encourage-employee-risk-taking/>, (Accessed: 13 January 2026)

Decision-Making Process in Entrepreneurship

Entrepreneurial decision-making involves:

- Identifying alternatives
- Evaluating consequences
- Selecting the best option
- Reviewing outcomes

Good decisions balance ambition with realism. Entrepreneurs often consult mentors, analyze data, and consider long-term impact before acting.



Problem-Solving Through Business

“At its core, entrepreneurship exists to solve problems. Every successful business, regardless of its size or industry, is built around identifying a difficulty faced by people and offering a practical solution. Businesses do not survive merely by selling products; they survive by making life easier, better, or more efficient for their customers.

Problem-solving through business requires entrepreneurs to move beyond surface-level understanding. It involves identifying the root cause of a problem rather than focusing only on visible symptoms. For example, slow service in a restaurant may not be due to lack of staff but poor workflow or unclear role division.

Entrepreneurship combines analytical thinking, creativity, and application. Entrepreneurs act as problem-solvers who design systems, services, or products to address real needs in society.”¹¹



Figure 3: Problem Solving¹²

¹¹ UNCTAD. (2018). Entrepreneurship for Sustainable Development. United Nations Conference on Trade and Development

¹² Available at <https://www.workitdaily.com/problem-solving-technique>, (Accessed: 13 January 2026)

Understanding Problems from the Customer's Perspective

Effective business problem-solving begins with understanding the customer's experience. Entrepreneurs must develop empathy — the ability to see situations from another person's point of view. Customers may not always express their problems clearly, but their behavior often reveals dissatisfaction.

For example, frequent customer complaints, low repeat purchases, or long waiting times indicate underlying issues. Entrepreneurs who observe such patterns gain valuable insights into where improvement is needed.

Understanding customer problems also involves recognizing emotional factors such as trust, convenience, and comfort. A business that delivers average products with reliability and respect often performs better than one offering superior products with poor service.

Case Study 1.1

Turning a Social Problem into a Business Solution

In many urban areas, working parents face difficulty finding safe after-school care for children. An entrepreneur identified this problem and started a learning center that combined homework assistance, skill-building activities, and supervised care. By addressing both safety and education, the business met a critical need.

Analytical Thinking in Business Problem-Solving

Entrepreneurs use analytical thinking to break complex problems into smaller

components. This allows them to identify specific issues and design targeted solutions. For instance, declining sales may result from pricing, location, marketing, or customer experience rather than product quality alone.

Analytical problem-solving involves gathering data, comparing alternatives, and testing solutions. Entrepreneurs often rely on customer feedback, observation, and trial-and-error to refine their approach.

This highlights entrepreneurship as a disciplined process rather than guesswork. Businesses that apply systematic problem-solving methods are more likely to succeed sustainably.

Importance of Problem-Solving for Entrepreneurs and Society

Problem-solving skills enable entrepreneurs to adapt to change, overcome obstacles, and continuously improve. For society, businesses that solve meaningful problems contribute to improved living standards, efficiency, and well-being.

Entrepreneurs who focus on solving genuine problems create value that extends beyond profit and supports long-term development.

Basics of Value Creation

Value creation is the heart of entrepreneurship. A business exists not merely to sell goods or earn profit, but to create value that customers recognize, appreciate, and are willing to pay for. Without value creation, no business, regardless of size or investment, can survive in the long run.

Value in business is not limited to money. It includes benefits such as convenience, quality, reliability, trust, innovation, accessibility, and emotional satisfaction. Different customers may value different aspects of a product or service. Understanding this diversity is essential for entrepreneurs.

Value creation is the process through which resources such as time, skills, capital, and ideas are transformed into outputs that meet human needs more effectively than before.

Types of Value Created by Businesses

Businesses create value in multiple ways. Some focus on functional value, such as solving practical problems efficiently. Others emphasize emotional value, such as comfort, trust, or status. Many successful businesses combine both.

For example, a low-cost airline creates value by offering affordable travel, while a premium airline creates value through comfort and service quality. Both operate successfully because they understand what their customers value most.

Entrepreneurs must clearly identify which type of value their business offers and ensure that all operations align with this promise.

Example 1.4

Everyday Value Creation

A neighborhood grocery store may not compete with large supermarkets in price, but it creates value by offering proximity, personal relationships, flexible credit, and quick service. Customers continue to shop there because the value goes beyond the product itself.

A small dairy business introduced a subscription-based delivery system that ensured fresh milk every morning. Customers valued reliability and freshness more than price. Although the business did not offer the cheapest rates, customer loyalty ensured stable income.

Similarly, a local tuition teacher creates value by providing personalized attention and understanding student needs, something large institutions may lack.

Value Creation and Customer Satisfaction

Customer satisfaction is a direct result of perceived value. When customers feel that the benefits they receive exceed the cost they pay, satisfaction increases. This leads to repeat purchases, positive word-of-mouth, and brand loyalty.

Entrepreneurs who focus only on short-term profits often neglect value creation, resulting in dissatisfied customers and declining demand. In contrast, value-driven businesses prioritize long-term relationships.

Quick tips:

Always ask: Why should a customer choose my business over others?

Value Creation as a Continuous Process

Value creation is not a one-time effort. Customer needs evolve, technology changes, and competition increases. Entrepreneurs must continuously review and improve their offerings.

Feedback, innovation, and adaptation are essential to maintain relevance. Businesses that fail to evolve often lose their competitive advantage.



Role of Entrepreneurship in Community Development

Entrepreneurship plays a vital role not only in economic progress but also in the social and cultural development of communities. When individuals start businesses, they do more than generate income for themselves — they contribute to employment creation, skill development, and improved access to goods and services.

In many regions, especially in developing economies, entrepreneurship fills gaps left by limited public infrastructure. Small and medium enterprises provide essential services such as food supply, education support, healthcare assistance, transportation, and retail access. These businesses often operate close to the community and understand local needs better than large corporations.

Entrepreneurship is recognized as a key instrument for inclusive growth. It empowers individuals to become contributors to economic activity rather than dependents on external support.

Employment Generation and Skill Development

One of the most visible contributions of entrepreneurship is employment generation. Even small businesses create opportunities for workers, suppliers, and service providers. Over time, these opportunities lead to skill development and improved living standards.

For example, a small manufacturing unit may train workers in technical skills, quality control, and teamwork. These skills remain valuable even beyond the business itself. Entrepreneurship thus acts as a training ground for human capital development.

Moreover, entrepreneurs often employ people from within their communities, strengthening local economies and reducing migration in search of employment.

Example 1.5

Local Business, Local Impact

A small local manufacturing unit may train workers in technical skills, quality control, and teamwork. These skills remain valuable even beyond the business itself. Entrepreneurship thus acts as a training ground for human capital development.

A small tailoring unit in a residential area employed women who required flexible working hours. The business provided income opportunities while allowing workers to manage household responsibilities. As income stabilized, families experienced improved financial security and confidence.

This example demonstrates how entrepreneurship adapts to community needs rather than forcing communities to adapt to rigid systems.

Entrepreneurship and Economic Self-Reliance

Entrepreneurship encourages self-reliance by enabling individuals to generate income independently. Communities with strong entrepreneurial activity are better equipped to withstand economic shocks such as job losses or market fluctuations.

Self-reliant communities rely less on external aid and develop internal support systems. Local supply chains strengthen, and money circulates within the community, boosting economic stability.

Entrepreneurship reduces inequality by creating multiple income sources rather than concentrating wealth.

Ethical Responsibility of Entrepreneurs to Society

Entrepreneurs carry ethical responsibilities toward employees, customers, and the environment. Ethical business practices promote fairness, transparency, and trust.

Businesses that prioritize ethical conduct contribute to social harmony and long-term sustainability. For example, honest pricing, safe working conditions, and environmental responsibility build strong reputations and community support.

Ethical entrepreneurship ensures that economic development does not occur at the cost of social well-being.

Quick tips:

Entrepreneurs who invest in their communities often receive loyalty and support in return.

Entrepreneurship and Long-Term Community Vision

Entrepreneurship supports long-term development by encouraging innovation, adaptability, and leadership within communities. Entrepreneurs often become role models who inspire others to pursue self-employment and creative problem-solving.

Businesses rooted in community values tend to be more sustainable because they are built on trust, relationships, and shared goals.

Understanding Business Mindedness and Entrepreneurship in the Dawoodi Bohra Supply Chain

Suppliers: Suppliers form the starting point of the supply chain. This stage suits individuals with limited capital but strong relationship-building skills. At the supplier level, an entrepreneurial mindset involves recognizing the importance of reliability, quality, and consistency. The Dawoodi Bohra entrepreneurs at this stage focus on long-term trust rather than short-term gains. This reflects a value-based mindset where honesty and commitment form the foundation of business relationships. Community suppliers often identify opportunities by observing gaps in raw material availability, quality inconsistencies, or pricing inefficiencies. Because the community network is wide, suppliers can serve multiple small businesses rather than relying on a single buyer. Here, risk is managed by starting small, supplying limited quantities, and gradually expanding. Community guidance often discourages excessive borrowing, encouraging suppliers to grow organically. At this stage, Value is created through dependable supply, ethical pricing, and transparency. Over time, this reliability becomes a competitive advantage.

Manufacturers: Manufacturing requires higher investment and planning, making entrepreneurial discipline essential. Manufacturers in the Dawoodi Bohra community adopt a mindset of patience and precision. Production efficiency, quality control, and workforce ethics are seen as equally important. Manufacturing opportunities often emerge from unmet community demand—food products, garments, household items, or specialized services. Women frequently participate through home-based production units, applying entrepreneurship within practical

constraints. Decisions are often phased: small batches, trial markets, and gradual scaling. This reduces losses and builds confidence. Manufacturers innovate by improving shelf life, packaging, customization, or cost efficiency—turning operational problems into competitive strengths. Value is created not only through the product but also through ethical labor practices and consistency, reinforcing brand trust.

Wholesalers: Wholesalers require strong market understanding and networking skills. Entrepreneurs at this stage think strategically. They manage volumes, pricing fluctuations, and logistics while maintaining ethical trade standards. Wholesalers identify opportunities by connecting manufacturers with new regions or customer segments, often using the global Bohra network. Risk is managed through diversification—multiple suppliers and multiple markets—reducing dependence on a single source. Supply disruptions, price volatility, and transport issues are addressed through planning and relationship management. Value is created by ensuring smooth flow of goods, stable pricing, and market access—benefiting both producers and retailers.

Retailers: Retailing is one of the most visible and accessible entrepreneurial stages. Retail entrepreneurs focus on customer experience, trust, and adaptability. Many community members—especially women—enter business through retail. Retail opportunities arise from daily consumer needs, lifestyle trends, and service gaps. Entrepreneurs often begin by serving their immediate social circle. Low initial inventory and flexible product lines reduce risk. Feedback is quickly incorporated into business decisions. Retailers respond to customer complaints, changing

preferences, and competition by refining offerings and service quality. Trust, transparency, and personal relationships become the core value drivers rather than price alone.

Service Providers: Service providers add intangible but essential value to the supply chain. Service-based entrepreneurs think in terms of expertise, reputation, and long-term relationships rather than physical inventory. Opportunities emerge from skill gaps—education, accounting, IT, logistics, design, healthcare support, and consultancy. Lower financial risk allows individuals to transition gradually from service to self-employment. Service businesses thrive by solving efficiency, quality, or access problems faced by other supply chain actors. Value lies in reliability, professionalism, and ethical conduct, leading to sustained referrals and growth.

Business Mindedness and Entrepreneurship Strategy for the Dawoodi Bohra Community across Different Countries.

United Arab Emirates (UAE)

The UAE offers a highly competitive, fast-moving, and regulation-driven business environment. For the Dawoodi Bohra community, success here depends on professionalism, scalability, and compliance. Business-mindedness in the UAE requires thinking beyond traditional trading and embracing structured entrepreneurship. Opportunities lie in retail chains, food services, logistics, real estate support services, and professional consultancy. Entrepreneurs must adopt data-driven decision-making, clear branding, and customer experience excellence. Risk-taking must be calculated, as costs are high; therefore, starting lean and scaling strategically is essential. Value creation in the UAE comes from quality, consistency, and reliability, not informal trust alone. Community networks help in partnerships and market entry, but long-term success depends on meeting global standards.

Kuwait

Kuwait has a relatively smaller but stable market with strong purchasing power. Business-mindedness here requires patience and relationship management. The Dawoodi Bohra community can succeed by focusing on niche markets rather than mass expansion. Opportunities exist in food businesses, specialty retail, contracting services, and small manufacturing. Risk-taking should be conservative, as market entry can be slow. Decision-making benefits from understanding local regulations and cultural expectations. Entrepreneurship here thrives when businesses emphasize trust, quality, and long-term presence rather than rapid growth.

Bahrain

Bahrain offers a flexible and entrepreneur-friendly environment, especially for small and medium enterprises. The Dawoodi Bohra community can leverage this by adopting a startup mindset. Opportunities include fintech support services, hospitality, retail, and professional services. Lower entry barriers allow experimentation, making it ideal for first-time entrepreneurs. Risk-taking can be moderate, supported by Bahrain's business-friendly policies. Value creation lies in innovation and customer-centric models, where small businesses can compete effectively with larger firms.

Kenya

Kenya is a trade-oriented and relationship-driven economy. For the Dawoodi Bohra community, business-mindedness here means adaptability and local engagement. Entrepreneurial opportunities are strong in wholesale trade, retail distribution, logistics, food processing, and import-export businesses. Risk-taking should be gradual due to infrastructure and regulatory challenges. Problem-solving entrepreneurship—such as improving supply chains or offering reliable services—creates strong value. Community trust networks play a significant role in sustaining businesses.

Tanzania

Tanzania offers long-term potential but requires resilience and patience. Business-mindedness here emphasizes persistence rather than speed. Opportunities lie in manufacturing, agro-based industries, trading, and essential goods distribution. Entrepreneurs must carefully assess risks related to policy changes and market

fluctuations. Value creation comes from consistency, fair pricing, and ethical operations, which build reputation over time. Community mentorship is particularly valuable for guiding new entrepreneurs.

Uganda

Uganda's economy favors small and medium enterprises, making it suitable for community-based entrepreneurship. The Dawoodi Bohra community can succeed by focusing on practical problem-solving businesses.

Retail, services, food supply, and trading offer strong opportunities. Risk-taking should be informed by local demand rather than assumptions.

Entrepreneurial success here depends on understanding grassroots needs and delivering affordable, reliable solutions—creating value through accessibility.

Madagascar

Madagascar requires a highly localized entrepreneurial approach. Business-mindedness here involves flexibility and strong relationship management.

Opportunities exist in trading, retail, logistics, and import-based businesses. Risk-taking must be cautious due to infrastructure and supply limitations.

Value is created by reliability and ethical dealing, which differentiate businesses in a challenging environment. Community cooperation significantly reduces uncertainty.

India

India offers vast diversity and scale. Business-mindedness here requires strategic

clarity and adaptability. The Dawoodi Bohra community traditionally excels in trade, retail, and manufacturing.

Opportunities range from MSMEs to digital entrepreneurship. Risk-taking should be balanced with legal compliance and financial discipline.

Value creation increasingly depends on innovation, branding, and customer experience. Ethical entrepreneurship strengthens trust in highly competitive markets.

Pakistan

Pakistan presents both opportunities and uncertainties. Business-mindedness here emphasizes resourcefulness and resilience.

Entrepreneurship thrives in textiles, trading, retail, and service sectors. Risk-taking must account for economic volatility, making diversification essential.

Value creation comes from efficiency, quality, and community trust, which helps businesses survive fluctuations.

Bangladesh

Bangladesh is a production-driven economy. The Dawoodi Bohra community can succeed by focusing on manufacturing-linked entrepreneurship.

Opportunities exist in textiles, garments, trading, and logistics. Risk-taking should be gradual, focusing on supply chain reliability.

Value creation is rooted in cost efficiency, ethical labor practices, and consistency, which build sustainable growth.

Sri Lanka

Sri Lanka requires cautious but innovative entrepreneurship due to economic challenges. Business-mindedness here emphasizes stability and adaptability.

Retail, services, and small manufacturing offer opportunities. Risk-taking should be minimal, with strong focus on cash flow management.

Value creation lies in trust, customer relationships, and service quality, which help businesses endure uncertainty.

Malaysia

Malaysia offers a structured and multicultural business environment. Business-mindedness here requires professional systems and compliance.

Opportunities exist in retail, halal food industries, services, and trade. Risk-taking can be moderate due to supportive policies.

Value creation is driven by quality standards, branding, and ethical business conduct aligned with Islamic values.

United States of America (USA)

The USA demands highly strategic entrepreneurship. Business-mindedness here requires innovation, competitiveness, and legal awareness.

Opportunities are strong in services, technology, retail, and niche markets. Risk-taking must be informed by market research and scalability.

Value creation focuses on differentiation, customer experience, and efficiency. Community networks support entry but professionalism sustains growth.

Canada

Canada provides a stable and supportive environment for small businesses. Business-mindedness here emphasizes long-term planning and compliance.

Entrepreneurship thrives in services, retail, food businesses, and professional consulting. Risk-taking is lower due to structured support systems.

Value creation lies in trust, quality, and ethical standards, which align well with community values.

Australia

Australia's business environment favors innovation and sustainability. Business-mindedness requires adaptability and customer focus. Opportunities include retail, services, food industries, and trade. Risk-taking should be moderate, supported by strong planning. Value creation is centered on reliability, quality, and transparency, helping businesses build loyal customer bases.

ا session ما ايم تفهيم تهئي ڪر وپار ڪرو جوئي، مگر entrepreneurship ناساهه ايم بهي ضروري هه ڪر تجار وپارني حيثيه سي فيصله وڪئي طرح ل هه، ان تجاره ما action-oriented ڪئي طرح بن هه،

Entrepreneurial mindset تجار نه مدد ڪر هه ڪر ڪر اپنا وپار ما صابر ان responsible بني نه وپار ما ترقي ڪر، ان ايم بهي سڪهاو هه ڪر پوتانا skills ان ownership سي ڪامو نه ڪيم سمبھالي سڪائي هه، ان بعد وپار ما opportunities ڪئي طرح حاصل تهئي۔ اهوي مشاڪل ڪر ڪر رومر ڪر ني زندگي ما پيش او هه، انهن وپار ما بدلي سڪائي هه، تر بعد وپار ما risk ليواني ڏڪر تهئي، انما واضح تهيو وپار ما calculated risk ليو جوئي ڪر ناسي نقصان ڪم تهئي، planned decision ليو جوئي، ان وپار ڪرو ما همة را ڪهو جوئي تاڪر زياده ما زياده سروس سي business ڪرواني طرف شوق ڪر تاره،

ان بعد problem solving پر ڏڪر تهئي ڪر ما واضح تهيو ڪر مشاڪل ما وپار بند ڪر ڪري ل ان نه اميد نه تهئي، بلڪر improvement ان innovation ناساهه مشاڪل نه حل ڪر تاره، تر بعد value creation بابت تفصيل سي ڏڪر تهئي.

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Sr No.	Glossary
1	Entrepreneurship: Starting and running business to solve problems and create value.
2	Entrepreneurial mindset: A way of thinking that focuses on ideas, efforts and growth.
3	Opportunity Identification: Finding business ideas by noticing needs or problems
4	Risk taking: Making careful decisions even when results are certain
5	Decision making: Choosing the best action after thinking and analyzing
6	Value Creation: Providing quality, usefulness and trust through a product or service.
7	Manufacturer: A business that makes products from raw materials.
8	Market demand: The need or desire of customers for a product or service.
9	Scalability: The ability of a business to grow without major problems
10	Innovation: Introduction of new ideas, methods, or improvement in business
11	Market Research: Studying customers and markets before starting or improving a business.
12	Branding: Creating a unique name, image, or identity for a business.
13	Cash flow: The movement of money coming into and going out of a business.
14	Market entry: The process of starting business operations in a new market or country.
15	Diversification: Running more than one business to reduce risk.
16	Value proposition: The main benefit a business offers to customers.

About HQHB & TR

We are a department formed by the 52nd Dai-al-Mutlaq Syedna Mohammed Burhanuddin RA as a part of the chain of events that took place on the auspicious occasion of His Golden Jubilee to commemorate 50 years tenure as the leader of the Dawoodi Bohra Community. We educate mumineen about Qardan Hasana and doing Business compliant with Fiqh-e-Fatemi and its benefits in the world and, thereafter, fostering economic and social growth. To summarise, AL-TIJAARAT-AL-RAABEHAH & IDAARAH HASANAAT AL-QARD AL-HASAN AL-BURHANIYAH are non-commercial, religious departments.



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