

Vocational Higher Secondary  
Education (VHSE)

Second Year

**ENTREPRENEURSHIP DEVELOPMENT**

*Reference Book - Teachers' Version*



Government of Kerala  
Department of Education

State Council of Educational Research and Training (SCERT),  
KERALA  
2016

## **Foreword**

Dear Teachers

This reference book (**Teachers' Version**) is intended to serve as a transactional aid to facilitate classroom transaction and as a ready reference for teachers of Vocational Higher Secondary Schools. It offers some guidelines for the transaction of the course content and for undertaking the practical work listed in the course content. As the curriculum is activity based, process oriented and rooted in constructivism focusing on the realisation of learning outcomes, it demands higher level proficiency and dedication on the part of teachers for effective transaction.

In the context of the Right- based approach, quality education has to be ensured for all learners. The learner community of Vocational Higher Secondary Education in Kerala should be empowered by providing them with the best education that strengthens their competences to become innovative entrepreneurs who contribute to the knowledge society. The change of course names, modular approach adopted for the organisation of course content, work-based pedagogy and the outcome focused assessment approach paved the way for achieving the vision of Vocational Higher Secondary Education in Kerala. The revised curriculum helps to equip the learners with multiple skills matching technological advancements and to produce skilled workforce for meeting the demands of the emerging industries and service sectors with national and global orientation. The revised curriculum attempts to enhance knowledge, skills and attitudes by giving higher priority and space for the learners to make discussions in small groups, and activities requiring hands-on experience.

The SCERT appreciates the hard work and sincere co-operation of the contributors of this book that includes subject experts, industrialists and the teachers of Vocational Higher Secondary Schools. The development of the teachers' version of reference books has been a joint venture of the State Council of Educational Research and Training (SCERT) and the Directorate of Vocational Higher Secondary Education.

The SCERT welcomes constructive criticism and creative suggestions for the improvement of the book.

With regards,

**Dr. J. Prasad**  
Director  
SCERT, Kerala

## CONTENT

<b>Sl.No.</b>	<b>CONTENTS</b>	<b>Page NO.</b>
1	About the course	
2	Syllabus	
3	Learning outcomes of the course	
4	Scheme of work	
6	unit 1 Opportunity identification	
7	unit 2 Enterprise planning	
8	unit 3 Project formulation	
9	unit4 Project appraisal & Report	
10	unit 5 Enterprise Management	
11	<b>Reference</b>	

## **ABOUT THE COURSE**

Although the field of education has made a tremendous progress in the recent years in terms of number of institutions and student enrolment. Universities produce thousands of graduates and post graduates every year. But the gap between the supply and demand for skilled manpower across various industries have been widened .This shortage of skills has translated directly into unemployment or under employment among youth .Hence vocational education is the need of the hour, offers practical training and skills needed to persue an occupation straight away at a comparatively lower age.

The aim of the Government is to create employment opportunities for youth. Entrepreneurship Development is one of the mechanisms adopted by the Government towards the creation of job opportunities .There have been notable efforts taken by the Government by announcing conducive polices towards the promotion of innovation for Entrepreneurial development.

Establishment of National Skill Development Agency (NSDA), National Skill Development Fund (NSDF) and new initiatives like Startup funds, Startup village, Incubation Centres , Make in India, Digital India and Startup India are roadmaps towards this direction.

In this backdrop, the subject 'Entrepreneurship Development' assumes more significance. This course aims at providing the basic concept of Entrepreneurship, thereby equipping the learners with Entrepreneurial values, attitudes and moulding them as a successful Entrepreneur. The curricular goals are being formed to instigate the spirit Entrepreneurship Development among the students of Vocational Higher secondary Education and also to take up innovative Entrepreneurial project.

## **ENTREPRENEURSHIP DEVELOPMENT**

### **SYLLABUS**

#### **Unit 1 OPPORTUNITY IDENTIFICATION**

Basic concept and elements of business opportunity -Sensing of business opportunity - Sources of business opportunity - Environmental scanning, business environment micro and macro environment- (PESTEL Model) - Implementation of business idea - market assessment- (Demand, Supply, nature of competition, Cost, pricing of products, Project innovation and Trend spotting ( Read trends, Talk trends, Watch trends, Think trends)

(15 Periods)

#### **Unit 2 ENTREPRISE PLANNING**

Forms of private sector enterprises a) sole trading concern b) Partnership c) Joint Stock Company d) co-operative society - Characteristics, features and registration procedure- Registration procedure under MSMED Act, Legal formalities expected to be complied by the entrepreneur to start an enterprises, Recent Trends in Entrepreneurship Development, E-Entrepreneurship, Technopreneur, Virtual Marketing, Enlightened Marketing ((brief study only), Institutional finance to entrepreneurs (brief study only) (15 Periods)

#### **Unit 3 PROJECT FORMULATION**

Project – Meaning, Characteristics - phases of project – Stages of Project formulation -Project finance – Determinants of working capital – Operating cycle of working capital- Calculations working capital- Sources of finance - short term medium term and long term sources - Types of costs - fixed, variable, semi variable, total cost, average cost and marginal cost \_ Break even analysis, problems- Ratio Analysis, current ratio, debt-equity

ratio, debt service coverage ratio, profitability ratio, calculations - Return on investment -  
Cash flow statement- projected income statement - projected balance sheet

(20 Periods)

#### **Unit 4 PROJECT APPRAISAL AND REPORT WRITING**

Meaning and importance of project appraisal- Aspects of project appraisal, technical aspects, management aspects – environmental aspects - marketing aspects – Economic and financial aspects - Tools of project appraisal - Payback method, calculations - NPV Method, Calculations - Profitability index – Internal Rate of Return - – Meaning and significance of Project Report- Process of Project Report-Contents of Project Report- Formulation of a Project Report - Proforma of a Project Report - Preparation of a Project Report.

(15 Periods)

#### **Unit 5 ENTREPRISE MANAGEMENT**

Meaning and Definition of Management- Importance of Management- Functions of Management - Meaning and Definition of Marketing Management- Functions of Marketing Management- Meaning and Definition of Marketing Mix- Elements or components of Marketing Mix- Meaning and Definition of Advertising.

(15 Periods)

## **LEARNING OUTCOMES OF THE COURSE**

1. Develop a positive attitude towards entrepreneurship
2. Equip with the knowledge and skills needed to plan and manage an enterprise
3. Equip the students to start a business enterprise of his/her own
4. Acquaint and appreciate the needed social responsibility and entrepreneurial discipline.
5. Develop capability to scan environment, identify business opportunities and analyse its feasibility
6. Motivate students to start new socially desirable avenues with strong moral commitment
7. Familiarise with various statutory legislations and procedure of setting up of enterprise.
8. Acquaint with the preparation of a Project Report
9. Acquire the skills needed for conducting surveys and preparing simple estimates of demand for products and services.
10. Impart information about financial assistance provided by various agencies for the enterprises
11. Familiarise with the current business processes and behavior of markets`

## SCHEME OF WORK

Term	Units	Periods	Unit Weight in score
<b>Term 1</b>	June, July ,August,		
	<ul style="list-style-type: none"> <li>• ENTREPRENEURSHIP OPPORTUNITY IDENTIFICATION</li> <li>• ENTREPRISE PLANNING</li> </ul>	30	30
<b>Term 2</b>	September ,October, November, December		
	<ul style="list-style-type: none"> <li>• PROJECT FORMULATION</li> <li>• PROJECT APPRAISAL AND PROJECT REPORT</li> </ul>	30	30
<b>Term 3</b>	January, February, March		
	<ul style="list-style-type: none"> <li>• ENTREPRSE MANAGEMENT</li> </ul>	20	20
	Total	80	80



## Unit 1 OPPORTUNITY IDENTIFICATION

### Introduction

An Entrepreneur will always look for business opportunities in his Environment. He continuously seen his environment for opportunities, identifies it and seizes them. This initiative embodies in an entrepreneur and is regarded as his inherent feature. In this unit we deal with the basic concepts and elements of business opportunities, factors involved in sensing it, different sources available and implementation of the idea.

### UNIT GRID

IDEAS/CONCEPTS	PROCESS/ACTIVITIES WITH ASSESSMENT	LEARNING OUTCOMES
Basic concept and elements of business opportunity and Sensing of business opportunity and its sources.	<p><b>suggested Strategies:</b></p> <p><b>1.Group discussion</b></p> <p>Citing an example of a private bus operator who has introduced AC bus between Palakkad and Thrissur route.</p> <p><i>Why did the operator introduces the A/C bus?</i></p> <p><i>Will this improve profit earning capacity of business? How?</i></p> <p><i>Is there any increase in value addition and consumer satisfaction?</i></p> <p><b>2.Case study</b></p>	<p>The learner:</p> <ul style="list-style-type: none"> <li>• Explain the concept of a business opportunity and select the best way used to identify it.</li> </ul>

	<ul style="list-style-type: none"> <li>• Cite an example of successful entrepreneurs</li> <li>• List out the entrepreneurs familiar to students in their locality.</li> </ul> <p><b>Assessment</b></p> <p>Participation in group discussion, presentation of Case study</p> <p><b>Skill:</b></p> <p>Communication, Presentation Interaction</p> <p><b>Values</b></p> <p>Positive attitude</p>	
<p>Environmental scanning Business environment Micro and Macro environment - (PESTEL Model) -</p>	<p><b>Strategy: case analysis</b> An airline is planning to expand over the next five years. What are the PESTEL factors to be considered?</p> <ul style="list-style-type: none"> <li>• <b>Political:</b> Political unrest, terrorism, landing rights in foreign countries.</li> <li>• <b>Economic:</b> Oil prices, exchange rates, taxation laws.</li> <li>• <b>Social:</b> Change in population size, fashion</li> <li>• <b>Technological:</b> Engine efficiency, new aircraft.</li> <li>• <b>Ecological:</b> impact of carbon emissions, noise, resistance to airport expansion.</li> <li>• <b>Legal:</b> Health and safety regulations,</li> </ul> <p><b>Assessment:</b></p>	<ul style="list-style-type: none"> <li>• <i>Enlists the various factors affecting business environment</i></li> <li>• <i>Differentiates micro and macro elements of environment.</i></li> <li>• <i>Explains the concept of PESTEL model environment.</i></li> <li>• <i>Illustrates practical example of PESTEL model</i></li> </ul>

	<p>Presentation in case report and contribution of an idea</p> <p><b>Skill:</b> Communication, analysis, Independent thinking</p>	
<p>Implementation of business idea - Market assessment- and Trend spotting</p>	<p><b>Strategy:</b> General Discussion, Initiate discussion by citing an example related to launching of a new washing machine and elicits the factors to be considered to assess the market in terms of-</p> <ul style="list-style-type: none"> <li>• Competitors and their market share</li> <li>• Main customers</li> <li>• Price</li> <li>• Credit terms</li> <li>• After sales service</li> </ul> <p><b>Assessment</b> Participation in discussion Application of knowledge</p> <p><b>Skill:</b> Presentation of facts</p>	<ul style="list-style-type: none"> <li>• <i>Differentiates micro and macro elements of environment.</i></li> <li>• <i>Explains the concept of PESTEL model environment.</i></li> <li>• <i>Illustrates practical example of PESTEL model</i></li> <li>• <i>List out various components of market assessment</i></li> <li>• <i>Elaborates upon the procedure to be followed to select the best opportunity to be persued as a business</i></li> </ul>

		<p><i>entrepreneur.</i></p> <ul style="list-style-type: none"><li>• <i>Identifies various trend spotting technique.</i></li></ul>
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### **List of items in Portfolio**

- List of business ideas
- SWOT analysis
- Environmental Scanning report of an Airline company on the basis of PESTEL model

## **UNIT- 2**

### **ENTREPRISE PLANNING**

#### **Introduction**

Every business entity needs to select an appropriate legal structure or framework to work in. Setting up a business is not an easy task because the entrepreneur has to decide on the form of business and should be aware about the legal procedures and formalities to start an enterprise and should also be aware of the role of supporting financial institutions .

#### **UNIT GRID - ENTERPRISE PLANNING**

<b>IDEAS/CONCEPTS</b>	<b>PROCESS/ACTIVITIES WITH ASSESSMENT</b>	<b>LEARNING OUTCOMES</b>
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<p>Forms of private sector enterprises a) sole trading concern b) Partnership c) Joint Stock Company d) co-operative society - Characteristics, features and registration procedure-</p>	<p><b>Strategy:1. Group Discussion</b></p> <ul style="list-style-type: none"> <li>• By citing an example of a nearby grocery shop owned by a single person, students are asked to:</li> <li>• List the features</li> <li>• Explain the merits <b>and demerits</b></li> </ul> <p><b>Strategy 2 . Case Analysis</b></p> <ul style="list-style-type: none"> <li>• <i>Exhibit a partnership deed and the features of partnership is drawn</i></li> </ul> <p><b>Strategy 3 Field visit &amp; group discussion</b></p> <ul style="list-style-type: none"> <li>• Visiting nearby co- operative societies with a schedule of questions</li> <li>• Assignment regarding types of cooperative societies</li> <li>• Motivate students to form a student’s co-operative society.</li> </ul> <p><b>Strategy 4: Interview &amp; General discussion</b></p> <ul style="list-style-type: none"> <li>• Invite a company official to the class and a team of selected students interview the official</li> </ul> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Participation in discussion</li> <li>• Lists prepared on features, merits &amp; demerits of types of partnership prepared</li> <li>• List of features of partnership</li> </ul>	<p><i>The learner:</i></p> <ul style="list-style-type: none"> <li>• <i>Describes different forms of ownership structure open to an enterprise</i></li> <li>• <i>Outline the main features of each form of ownership</i></li> <li>• <i>Explains the advantages and disadvantages of each form of business ownership</i></li> <li>• <i>Identifies the forms of private sector enterprises</i></li> </ul>
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	<ul style="list-style-type: none"> <li>• Participation in role play</li> <li>• Chart of types of partnership prepared</li> <li>• Involvement in preparation of schedule of questions.</li> <li>• Report of field visit</li> <li>• Prepare a report on features of cooperative societies</li> </ul> <p><b>Skill</b></p> <ul style="list-style-type: none"> <li>• Communication, presentation, perception, co-operation, honesty reporting</li> </ul> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Co-operation</li> <li>• Honesty</li> <li>• Acceptance</li> <li>• Approval</li> <li>• Awareness</li> <li>• Commitments</li> <li>• mutual trust</li> <li>• service mind</li> </ul>	
<p>Registration procedure for SSI unit under MSMED Act</p>	<p><b>Strategy:</b> Interaction with DIC officials</p> <ul style="list-style-type: none"> <li>• Invite an official from District Industry Centre and discuss the registration procedure for SSI unit</li> </ul> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Participation in interaction</li> </ul> <p>Notes regarding registration procedure</p>	<ul style="list-style-type: none"> <li>• <i>enlists the formalities required for starting an enterprise under MSMED Act.</i></li> </ul>

	<p><b>Skill</b></p> <ul style="list-style-type: none"> <li>• Communication</li> </ul>	
<p>Recent trends in Entrepreneurship- e-entrepreneurship –techno entrepreneur-virtual marketing- enlightened marketing-</p>	<p><b>Strategy: Group assignment and seminar</b></p> <ul style="list-style-type: none"> <li>• Students are entrusted with the task of presenting a report regarding recent trends in Entrepreneurship- from internet, dailies and business journals.</li> </ul> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Seminar report</li> <li>• Use of ICT</li> </ul> <p><b>Skill :</b></p> <ul style="list-style-type: none"> <li>• IT enabled skills</li> </ul> <p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Approachability</li> <li>• Attractiveness</li> <li>• Expertise</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Identifies recent trends in the field of Entrepreneurship</i></li> </ul>
<p>Specialized financial institutions IFCI, ICICI, IDBI,SIDBI, NABARD, IIBI, NSDC, KAUSHAL KENDRA, MUDRA</p>	<p><b>Strategy: FIELD VISIT</b></p> <ul style="list-style-type: none"> <li>• Visit a nearby specialized financial institution and prepare a report highlighting the institutional support extended by these institutions to</li> </ul>	



<p>BANK, KFC, SIDC, KASE, KSEDM</p>	<p>entrepreneurs.</p> <ul style="list-style-type: none"> <li>Information can be collected from their brochures and interaction with officials.</li> </ul> <p><b>Assessment :</b></p> <ul style="list-style-type: none"> <li>Report of field visit</li> </ul> <p><b>Skill :</b></p> <ul style="list-style-type: none"> <li>Listening, observation</li> </ul>	<ul style="list-style-type: none"> <li><i>Explains the features of specialized financial institutions</i></li> </ul>
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### List of portfolio

1 Interview report

2. Chart showing features of joint stock company

3. Case study report

4. Seminar Report on “ Legal formalities expected to be complied by the Entrepreneur to start an Enterprise”.

## UNIT III PROJECT FORMULATION

### Introduction:

After gaining knowledge about the current business environment and the role of small scale sector, an enterprising individual can think in terms of taking certain concrete steps for setting up of his own enterprise. At this juncture, the entrepreneur has to decide the most

effective and profitable project ideas identified by him in the pre-investment phase. In this unit emphasise is given to various techniques of Project Formulation

**UNIT FRAME**

<b>IDEAS/CONCEPTS/ SKILLS</b>	<b>PROCESS/ACTIVITIES WITH ASSESSMENT</b>	<b>LEARNING OUTCOMES</b>
<p>Project – Meaning Characteristics, phases of project</p>	<p><b>Suggested strategy:</b> Brainstorming Lead points</p> <ul style="list-style-type: none"> <li>• When you start on a trip, what all things are to be planned</li> <li>• If the trip is longer, how carefully the plan is to be made</li> <li>• When govt. of Kerala decided to open Cochin Metro, what factors are to be considered right from the conception of idea till it become operational</li> </ul> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Peer assessment</li> <li>• Involvement in discussion</li> <li>• Communication skill</li> <li>• Presentation of ideas /dissemination of new ideas</li> </ul> <p><b>skills:</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Analysis, initiative</li> <li>• Compare, differentiate</li> <li>• Relate and consolidate</li> </ul>	<p>The learner :</p> <ul style="list-style-type: none"> <li>• identifies the meaning and characteristics of a projects.</li> <li>• Identifies various phases of project</li> </ul>

	<p><b>Values</b></p> <ul style="list-style-type: none"> <li>• Acceptances</li> <li>• Confidence</li> <li>• Inspiration</li> <li>• Involvement</li> </ul>	
<p>Stages of project formulation</p>	<p><b>Suggested strategy :Case study</b></p> <ul style="list-style-type: none"> <li>• Take a project report approved by a financial institution and analyse how the following aspects are stated in the report</li> <li>• Market potential</li> <li>• Capital &amp; sources of finance</li> <li>• Economic &amp;social variables</li> <li>• Other financial aspects like cost of production, revenue &amp; profitability</li> </ul> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Peer assessment</li> <li>• Involvement in discussion</li> </ul> <p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Analysis,</li> <li>• Initiative</li> <li>• Compare</li> <li>• differentiate</li> </ul>	<ul style="list-style-type: none"> <li>• explains various stages of project formulation.</li> </ul>

<p>Project finance – Determinants of working capital – Operating cycle of working capital- Calculations working capital- Sources of finance - short term medium term and long term sources -</p>	<p><b>Strategy:- General Discussion</b></p> <ul style="list-style-type: none"> <li>• After completing the course, you propose to start a small business, say a special coffee shop.</li> </ul> <p><b>What all things do you need?</b></p> <ul style="list-style-type: none"> <li>• Building</li> <li>• Furniture</li> <li>• Utensils</li> <li>• Cash to meet day to day expense</li> </ul> <p><b>Classify these items in terms of :</b></p> <ul style="list-style-type: none"> <li>• Long term requirements</li> <li>• Short term requirements</li> </ul> <p><b>How to finance:</b></p> <ul style="list-style-type: none"> <li>• Fixed capital</li> <li>• Working capital</li> </ul> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Participation</li> <li>• Involvement</li> <li>• calculations</li> <li>• Identification</li> </ul> <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Problem solving</li> <li>• Socialization</li> <li>• Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• analysis the importance of project finance and its various sources</li> <li>• estimate working capital requirement of a project.</li> </ul> <p>analysis various sources finance</p>
<p>Types of costs - fixed, variable,</p>	<p><b>Strategy:- Group Discussion</b></p> <p>Cite the example of a readymade garments shop. They buy raw</p>	

<p>semi variable– total cost- average cost and marginal cost - problems _</p>	<p>materials like cloth, thread, buttons etc. After completing stitching, how the cost of a price is determined? Which item can be easily or conveniently charged to the product and which one is difficult to identify? Based on the above discussion, different types of cost can be illustrated</p> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Problem solving</li> <li>• Logical thinking</li> <li>• Comparison</li> <li>• Classification</li> </ul> <p><b>Skills</b> Illustrative skill Communication</p>	<p>analyses various types of costs</p>
<p>Techniques of Project Evaluation- Break even analysis</p>	<p><b>Strategy:-</b> Problem solving <b>Assessment.</b></p> <ul style="list-style-type: none"> <li>• Ability to answer the questions</li> <li>• Classification and comparison</li> </ul> <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Compares</li> <li>• Logical thinking</li> <li>• Analyses</li> </ul>	<ul style="list-style-type: none"> <li>• Calculates breakeven point.</li> </ul>

<p>Ratio Analysis _ current ratio, debt-equity ratio, debt service coverage ratio, profitability ratio Cash flow statement, Projected income statement and balance sheet</p>	<p><b>Strategy:- Demonstration Method</b> With the help of PPT teacher can explain the formula for computation of different ratios and helps student to solve problems. Teacher introduce the format of cash flow statement, Projected income statement and balance sheet</p> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Problem solving</li> <li>• Participation</li> </ul> <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Observation</li> <li>• Logical thinking</li> <li>• Computation</li> </ul>	<ul style="list-style-type: none"> <li>• calculates various ratios connecting with project report preparation</li> <li>• familiarizes with cash flow statement, projected income statement and balance sheet</li> </ul>
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## **List of Portfolio**

- 1. Assignments of solved problems**
- 2. Break even chart**

## **UNIT-4**

### **PROJECT APPRAISAL AND REPORT**

#### **Introduction**

Risk is inherent in every project. No one can be sure about the success of the proposed project. Financial institutions are concerned with the soundness of the proposal before extending any financial help. The focus of this chapter is on the Meaning and definition of project appraisal, Aspects of Project Appraisal viz Technical appraisal, Management appraisal, Environmental Appraisal, Market Appraisal, Economic and Financial Appraisal and also Tools of project appraisal. Detailed study of the above will end up in a Project Report which furnishes all elements involved in formulating a project. It acts as a roadmap that directs to function within the frame work obtained. Moreover it also be treated as check list to guide orderly implementation. The focus of this unit is on project report, features, Contents and its preparation.



## Grid of Entrepreneurial project appraisal And Report

<b>IDEAS/CONCEPTS</b>	<b>PROCESS/ACTIVITIES WITH ASSESSMENT</b>	<b>LEARNING OUTCOMES</b>
<p>Meaning and importance of project appraisal</p> <p>Aspects of project appraisal</p> <ul style="list-style-type: none"> <li>• technical aspects –</li> <li>• management aspects’</li> <li>• environmental aspects –</li> <li>• Market aspects</li> <li>• Economic and financial aspects</li> </ul>	<p><b>Strategy: General</b></p> <p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>• Teacher illustrate a model project appraisal report of a private firm`</li> <li>• Teacher initiates a discussion based on the model report of a project in terms of following aspects.</li> </ul> <ul style="list-style-type: none"> <li>• technical aspects –</li> <li>• management aspects’</li> <li>• environmental aspects –</li> <li>• Market aspects</li> <li>• Economic and financial aspects</li> </ul> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Involvement in discussion</li> <li>• Discussion report</li> <li>• List of examples</li> <li>• Solved problems</li> </ul> <p><b>Skill</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• creative thinking</li> </ul>	<p>The learner:</p> <ul style="list-style-type: none"> <li>• <i>Explains the concept of project appraisal</i></li> <li>• <i>Explain the various aspects of projects appraisal</i></li> <li>• <i>Evaluates the project on the basis of different appraisal techniques</i></li> </ul>

<p>Tools of project appraisal-Payback period, NPV Method, IRR method., Profitability index</p>	<ul style="list-style-type: none"> <li>• Analysis</li> <li>• comparison</li> </ul> <p><b>Strategy: Problem solving</b></p> <ul style="list-style-type: none"> <li>• Illustrates the calculation of Payback period, NPV Method and Profitability Index and help students to solve problems</li> </ul> <p><b>Assessment</b></p> <ul style="list-style-type: none"> <li>• Problem solving</li> <li>• Assignment work</li> <li>• Contribution of ideas</li> <li>• Inferring</li> <li>• analyses the result of problems</li> </ul> <p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Illustrations</li> <li>• Comparison</li> <li>• Creative thinking,</li> <li>• communication</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Calculate payback period, net present value and profitability index</i></li> <li>• Identifies various project appraisal tools</li> </ul>
<p>Meaning and significance of Project Report</p>	<p><b>Suggested strategy:</b></p> <p><b>General Discussion.</b></p> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Involvement in discussion.</li> <li>• Generation of new ideas.</li> </ul> <p><b>Skills:</b></p> <p>Communication, Interaction,</p>	<p>explain the meaning and significance of Project Report</p>

<p>Proforma of a Project Report and its Contents</p>	<p>Creative thinking.</p> <p><b>Suggested strategy:</b> <b>Demonstration</b></p> <p>Exhibit different Project Report.</p> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Concept attainment</li> <li>• Generation of new ideas.</li> </ul> <p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>• Comparison</li> <li>• Comprehension</li> <li>• Creative thinking</li> </ul>	<p>states the process of formulation of a Project Report.</p>
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		<p>analyze the Performa of a Project Report</p>
<p>Preparation of a Project Report.</p>	<p><b>Suggested strategy:</b> Group Work. Students are asked to preapare to model projects based on the above inputs.</p> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Involvement in discussion.</li> <li>• Generation of new ideas.</li> </ul> <p>.</p> <p><b>Skills:</b></p> <ul style="list-style-type: none"> <li>• Communication, Interaction, Creative thinking.</li> </ul>	<p>prepare a Project Report independently.</p>

## **List of Portfolio**

1. Model project report

# UNIT 5

## ENTERPRISE MANAGEMENT

### Introduction

Management is usually necessary in all organizations. It is the force that holds everything. Management is the mobilization of organizations resources to meet a goal. Management is virtually applied to every type of organization, whatever its size or purpose. An auto plant, a city Government, a cricket team, a typing service, all require Management. When a group of people together to accomplish some goal, they can work efficiently only when there is mutual cooperation and coordination between them. The basic job of a manager is the effective utilization of human and other resources to achieve organizational objectives. The manager lays down the goals of his group and directs the activities of the group members for effective utilization of materials, machines, technology, capital, etc for the achievement of organizational objectives. This unit contain Meaning and Definition of Management, Importance, Functions, Marketing Management and Functions.

## UNIT FRAME

<b>Concepts/Ideas</b>	<b>Process/Activity</b>	<b>Learning Outcomes</b>
<p>Meaning and definition of management</p> <p>Importance of management</p>	<p><b>Suggested Strategy: General Discussion</b></p> <p>Teacher cites examples of applications of management in different spheres of life like home, club, school etc. and draws the meaning, definition and importance of management</p> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Involvement in discussion</li> <li>• Active participation</li> <li>• Presentation skills</li> <li>• Logical thinking</li> </ul> <p><b>Skill :</b></p> <p>Communication, interaction,</p>	<p>Learner:</p> <ul style="list-style-type: none"> <li>• explains the meaning, definition and importance of management</li> </ul>
<p>Functions of Management -Planning</p>	<p><b>Suggested Strategy: Case Analysis</b></p> <ul style="list-style-type: none"> <li>• For eliciting different functions of managers in a business organization, teacher can provide a case study in groups</li> </ul>	<p>Outline the functions of management</p>

<p>-Organising -Staffing -Directing -Controlling</p>	<p><b>Assessment:</b> Teacher Assessment <b>Skill:</b> Communication, Interpretation, Comparison</p>	
<p>Principles of Management</p>	<p><b>Suggested Strategy: Case study</b></p> <ul style="list-style-type: none"> <li>• Case analysis must be carried out to evoke responses on various principles of management</li> <li>• Prepare a PPT on the 14 principles of management</li> </ul> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Active participation</li> <li>• Presentation skills</li> <li>• Logical thinking</li> </ul> <p><b>Skill:</b></p> <ul style="list-style-type: none"> <li>• Creative thinking, Communication Interpretation</li> </ul>	

Functions of marketing management	<p><b>Suggested strategy:</b>  <b>General Discussion.</b></p> <ul style="list-style-type: none"> <li>• Discuss functions of marketing management .</li> </ul> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Involvement in discussion.</li> <li>• Generation of new ideas.</li> </ul> <p><b>Skills:</b>  Communication, Interaction, Creative thinking.</p>	analyze the functions of marketing management
Advertising.	<p><b>Suggested strategy:</b>  Debate on “Advertisement is a boon or bane”</p> <p><b>Assessment:</b></p> <p>Participation in discussion.</p> <p><b>Skills:</b>  Communication, Comprehension, Creative thinking</p> <p><b>Values</b>  Volunteering.</p>	describes meaning and definition of advertising.



<p>Salesmanship And qualities of salesman</p>	<p><b>Suggested strategy:</b> General Discussion.</p> <ul style="list-style-type: none"> <li>• Students are asked to recall the qualities of salesman they have noticed while making shopping</li> </ul> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Involvement in discussion.</li> </ul> <p><b>Skills:</b> Communication, Interaction, Creative thinking.</p>	<p>analyze the Salesmanship And qualities of salesman</p>
<p>Marketing Mix and Elements or components of Marketing Mix</p>	<p><b>Suggested strategy:</b> <b>Role Play</b></p> <p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>• Presentation.</li> <li>• Clarity of concept.</li> <li>• Coverage of elements.</li> </ul> <p><b>Skills:</b> Script writing, Communication, Comprehension, Creative thinking</p>	<p>analysis the elements or components of Marketing Mix</p>

## References

### A. Books

1. Aruna Bhargava. Every Day Entrepreneurs: The Harbingers of Prosperity and Creators of Jobs  
Vikas Publishing House.

2. Entrepreneurship Robert D Hisrich; Michael P Peters: Dean A Shepherd / Tata McGraw Hills Education Private Limited
3. Entrepreneurship: Creating and leading an Entrepreneurial Organization, Arya Kumar/Pearsons Publication.
4. Theories of Entrepreneurship Vasant Desai/Himalaya Publishing House.
5. Entrepreneurship in Action Mary Coulter/PHI Learning.
6. Entrepreneurship Development Dr. T.N. Chhabra/Sun Indai Publications.
- 9.** Entrepreneurship Class XIth CBSE Text Book
10. Entrepreneurship Development Dr. T.N. Chhabra/Sun Indai Publications.