

**Dr. C.B. Gupta • Dr. N.P. Srinivasan**



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# **ENTREPRENEURIAL DEVELOPMENT**



**Sultan Chand & Sons**

# ENTREPRENEURIAL DEVELOPMENT

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**Sultan Chand & Sons**

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# Preface

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The subject of entrepreneurship is quite interesting and challenging. Your immediate goal may be to pass your course with good marks. But some of you may start your own business at some point in your life. Therefore, this book is relevant for your academic endeavour as well as your business endeavour. The text contains current theory and practice in entrepreneurship. It provides a balanced coverage of various dimensions of entrepreneurship.

We are delighted to present the thoroughly revised and enlarged edition of this book. Case Studies of start-up entrepreneurs in India are given at the end. Each chapter contains very short, short and long answer type questions as per the latest examination pattern. Objective type questions are given at the end.

The following topics have been added in the NEW EDITION of this book:

- ★ New Start Ups (p. 2.22)
- ★ MTR Foods (p. 13.20)
- ★ GST and MSMEs (P. 3.28)
- ★ Fintech (p. 10.32)
- ★ Services (p. 11.14)

We are confident our readers will find the new edition all the more useful. Suggestions and critical comments for improvement in future editions are invited.

**Dr. C.B. Gupta**  
**Dr. N.P. Srinivasan**



## QUOTES FROM FAMOUS ENTREPRENEURS

*"When you reach an obstacle, turn it into an opportunity. You have the choice. You can overcome and be a winner, or you can allow it to overcome you and be a loser. The choice is yours and yours alone. Refuse to throw in the towel. Go that extra mile that failures refuse to travel. It is far better to be exhausted from success than to be rested from failure."*

– MARY KAY ASH, FOUNDER OF MARY KAY COSMETICS

*"An entrepreneur tends to bite off a little more than he can chew hoping he'll quickly learn how to chew it."*

– ROY ASH, CO-FOUNDER OF LITTON INDUSTRIES

*"Business opportunities are like buses, there's always another one coming."*

– RICHARD BRANSON, FOUNDER OF VIRGIN ENTERPRISES

*"The critical ingredient is getting off your butt and doing something. It's as simple as that. A lot of people have ideas, but there are few who decide to do something about them now. Not tomorrow. Not next week. But today. The true entrepreneur is a doer, not a dreamer."*

– NOLAN BUSHNELL, FOUNDER OF ATARI AND CHUCK E. CHEESE'S

*"The important thing is not being afraid to take a chance. Remember, the greatest failure is to not try. Once you find something you love to do, be the best at doing it."*

– DEBBI FIELDS, FOUNDER OF MRS. FIELDS COOKIES

*"All our dreams can come true, if we have the courage to pursue them."*

– WALT DISNEY

*"An entrepreneur needs to have competence and character to be able to make it big. Hard work, fairness, customer focus, transparency, integrity, leadership by example, excellence and corporate governance are all a must and time-invariant attributes."*

– NARAYAN MURTHY

# Some Opinions About the Book

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This is a text-book intended for the disciplines of developing the skills of entrepreneurs. The whole work is organized into twenty seven chapters and the authors have comprehensively discussed the different aspects of entrepreneurship, including women and rural entrepreneurs, promotion, project identification and formulation, financial analysis and choice of organizations. Incentives and subsidies or differential treatments to infuse incentive deserve some critical analysis in this era of open economy.

The book is a valued production for the young entrepreneurs, in particular, and the professionals in general.

*Economic Affairs*, Vol. 37, No. 1. January-March, 1992

This book under review presents in a very cogent manner the various aspects of entrepreneurial development. In a carefully arranged 27 chapters the book presents the various aspects of entrepreneurial development both in a historical perspective and in explaining the various aspects of the different programmes undertaken by the government. The emergence of women entrepreneurs and their problems have also been dealt with in detail. All the chapters are written in a lucid style and supported by review questions at the end of the chapter. The bibliography given will help the readers who want additional information.

This book has come to satisfy the longfelt need of the student community and it is a sincere attempt to bridge the gap. The authors have provided case studies of some selected entrepreneurs and some model Feasibility Reports, which will help the students of Management Studies.

*Economic and Social Sciences Review*, Vol. I, No. 1, July 1992

The book divided into 27 sections elaborately delves on the principles, policies and programmes for entrepreneurial development. Even a lay man, after persuing the contents of the book, can get an idea of where to start for an entrepreneurial activity, the how and why of identifying and analysing projects, computation of all the ratios and social cost benefit analysis. Certain features of this book that are bound to impress an avid reader are the chapter outlines, model feasibility reports, the tabulated data that give a comparative statement to cite an instance-evaluation of different forms of business ownership, gives all the requisite details at a glance and the diagrams/charts that have been used rather liberally to explain subtle points.

Reasonably priced, this book is worth reading, particularly by those involved with entrepreneurial development.

*The Management Accountant*, May 1992

The reader will find it useful and interesting. It contains a wealth of information, presented in an easily understood logical flow with sections and subsections, easy for students to assimilate and remember while preparing for examinations. At the end of the chapters a set of questions has been added, some of which have been culled from actual examinations.

The book provides exhaustive study material for the students and has a diverse and wide read. Its approach in explaining the entrepreneurship is focused towards satisfying the academic interests of the students.



The book is a commendable effort in the field of entrepreneurial development and sighting saws the academic purpose of student of undergraduate courses like B. Com, BBA and BA (Economics) and non-commerce background management students.

Finance India, June 2012

Finally, the book ends with a well-furnished up to-date bibliography on Entrepreneurship. The reader like a cinema-goer of old who sat through a 3½ hour movie, gets a lot of material for his money.

The book may help an M.Com. student to pass with flying colours through an exam on entrepreneurship. Whether it will motivate anybody to start an enterprise, is another question. But then, this was perhaps not the intention of the authors either.

*Management and Labour Studies*, Vol. No. 17, No. 4, October 1992

The book titled Entrepreneurial Development authored by C.B. Gupta and N.P. Srinivasan is worth reading for all those interested in entrepreneurship and its development. The book contains six parts which are subdivided into nineteen chapters.

Sixth part deals with 25 case studies that are thought provoking and interesting for classroom discussion and some model question papers. The question papers at the end of the book and review questions at the end of every chapter will benefit the students. The book will definitely cultivate entrepreneurial interest and qualities among readers.

The book is well organized in a logical manner starting from basic concepts of entrepreneurship through project development, implementation and international business. All the chapters in the book are interesting as well as highly informative covering wide spectrum of entrepreneurship. The format of the book, its quality and organization deserves special appreciation. This book is written in a simple language, and worth reading for the disciplines involved in entrepreneurial development.

— AIJBSR, November, 2009

The textbook is intended for developing the skills of entrepreneurs. The whole text is organized into twenty-seven chapters and the authors have comprehensively discussed the different aspects of entrepreneurship, including women and rural entrepreneurs, promotion, project identification and formulation, and financial analysis.

The book covers entrepreneurial culture and structure, competing theories of entrepreneurship, entrepreneurial traits and types, entrepreneurial motivation, establishing entrepreneurial system, project identification and classification, project formulation, project design and network analysis, project appraisal, factory design and layout, steps for starting a small industry, selection of types of organizations, incentives and subsidies, exports and imports, micro, small and medium enterprises, micro finance programme, industrial sickness, institutions assisting entrepreneurs, institutional finance to entrepreneurs and management of family business.

Facts For You July, 2012

The book Entrepreneurial Development by Dr. C. B. Gupta and Dr. N.P. Srinivasan is written by renowned authors. This book explains the concept in lucid, concise and simple language understandable to students. It is not only useful for MBA students but also for final year B.E Students.

It explains, what is entrepreneurship to developing own business, the pros and cons in it.

Liberal usage of tables and diagrams to illustrate the text are easily adopted by students. With 19 chapters and more than 500 pages with just Rs. 230/- tag, it is easily affordable by students. For the examination point of view I recommend this book to students.

Dr. Babita Prem,

St. Peter's College of Engineering and Technology, Avadi, Chennai.

The outstanding work under review is a mesmerizing culmination of four detailed parts further divided into a total of twenty chapters, two appendices that present thought provoking case studies taken from the real life Indian business world and a complete set of objective type questions in the second part which has been drafted so as to refresh the learning the reader had in the earlier parts.

The book under review presents in a very cohesive manner, the various aspects of entrepreneurial development. A very well sequenced arrangement of the twenty chapters of the book presents the entrepreneurial development in a historical perspective and in explaining the various aspects of the different programmes undertaken by the government. All the chapters of the book elaborately delves on the principles, policies and programmes for entrepreneurial development.

To make the readings clearer and for a better understanding, there are some case studies that make the knowledge more strengthened. The last part also, has a couple of model feasibility reports. Finally, the book ends up with a set of fifty objective type questions that is going to benefit the readers for sure.

Management Today, April 2013

## **GURU-MANTRAS FOR ALL ENTREPRENEURS**

1. Relationship and Trust – these are the foundations of success.
2. If you work with determination and with perfection, success will follow.
3. Meeting deadlines is not good enough. Beating deadlines is what is required.
4. Pursue your goals even in the face of difficulties. In every adversity, there is an opportunity.
5. Do not accept defeat. Challenge negative forces. The past will give in. You will certainly succeed. Never give up.
6. Hope is your most powerful weapon. Self-confidence is your greatest asset.
7. Ordinary people, when motivated, achieve extraordinary things.
8. Pedigree is no longer of any significance in modern India. It is performance that is crucial
9. Recognition is your greatest reward
10. Work till your last breath. Work is worship.

## **24-YR-OLD MIT DROPOUT CREATES TABLET WAITER**

Rajat Suri, a 24-year-old MIT dropout of Indian origin, has created a tablet waiter that lets diners take control of their restaurant experience. The tablet, called Presto, allows customers to browse restaurant menu, look at pictures of the fare on offer and order without having to wave down a waiter. Suri's company—E la carte—has 300 restaurants on its list of clients now, including Calafia Café, a restaurant in Palo Alto in California owned by Charlie Ayers, chef once upon a time to the Grateful Dead. Apple cofounder Steve Jobs was a frequent his restaurant.

HTC, Washington



Dilip Shanghvi started Sun Pharma back in 1983 with an investment of Just ₹ 10,000. With the recent acquisition of Ranbaxy Labs, it has now established itself as the world's fifth largest generic pharma company, with combined sales of ₹ 24,000 crore.

Dilip Shanghvi's business institution has always been the driving force behind the company. He started out by focusing on segments such as cardiology and neuropsychiatry. Even though they were niche, they were also amongst the fastest growing and most profitable segments.

Zuckerberg launched Facebook from his dormitory at Harvard University. Student entrepreneurship is thriving on campuses of IITs and IIMs in India.

### **An Idea Born from a Desperate House-hunt, a Profitable Biz Today**

Into his last semester at IIT Mumbai, Advitiya Sharma got his placement offer in December 2011. Three years later, armed with a \$100 million investment from Japan's Softbank, Sharma is busy giving job offers to 150 IITians.

Behind this success story is a struggle, and an application that filled a gap. Sharma and his friends, about to move out of the IIT hostel, were hunting for apartments in Mumbai, which was proving an excruciating search. Thus was born the idea that resulted in Housing.com, a portal that facilitates rental and purchase of houses, home loans, registrations and agreements.

Sharma and 11 of his classmates put aside their job offers to create the technology platform.

With a specialty of independently verified photographs of flats to be let or sold, Housing.com created a listing of over 4,00,000 properties in 45 cities that get 1,00,000 hits daily. Along the way, in five rounds of financing—SoftBank's \$100 million (₹ 618 crore) is the latest—the company raised \$125 million from private equity investors.

Flush with funds, Housing.com is investing in expansion, people and technology. Sharma and his team are trawling IITs for suitable candidates. Housing.com gave offers to 15 students at IIT Chennai. "We will go to IITs in Mumbai, Delhi, Kharagpur and Kanpur too," Sharma said. "We will cover the whole country within a year." Housing.com is offering ₹ 12-18 lakh as annual salary package.

"When we started we did not know we were going to create something big. Our initial thought was the experience would be a great learning. We were just 22 then," Sharma said.

A few weeks ago, Housing.com bagged an exclusive deal to sell Tata Housing flats online. Other builders are interested. With steady stream of commission from agents, land owners and builders, the portal is already operationally profitable in Mumbai, said Sharma.

The government has set out the definition of a 'startup' to ensure that only deserving companies draw the benefits of its 'Startup India Action Plan' and to "create a conducive environment for startups in India."

As per a government notification, 'startup' companies would be required to have equity funding of at least 20% by any incubation, angel or private equity fund, an accelerator or angel network duly registered with the Securities and Exchange Board of India endorsing the innovative nature of the business. Such companies would fall under the category of startups up to five years from the date of incorporation as long as their turnover does not exceed ₹ 25 crore.

In order to boost innovation, such companies should be engaged in development, deployment or commercialisation of new product, processes or services driven by technology or intellectual property.

The process of recognising a startup would be done through a mobile application/portal.

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<b>Total</b>		<b>40</b>	<b>23</b>	<b>129</b>	<b>157</b>	<b>431</b>



## DROPOUT BILLIONAIRES

**Steve Jobs (Apple Computers)** is not the only one to have quit studies to lay the foundation of a global business empire. Here are a few others from that enterprising club

**Bill Gates (Microsoft)**

Gates attended an exclusive prep school in Seattle, went on to study at Harvard University, then dropped out to pursue software development

**Larry Ellison (Oracle)**

Once a school dropout, he founded his company Oracle in 1977

**Michael Dell (Dell)**

He quit studying medicine at the University of Texas at Austin when he turned 19

**Paul Allen (Microsoft)**

Allen went on to attend Washington State University, but dropped out after two years

**Mark Zuckerberg (Facebook)**

He is a Harvard dropout. He launched his Facebook school-wide from his dorm room at Harvard in February 2004

**Richard Branson (Virgin Enterprises)**

The son of a barrister and a flight attendant dropped out of high school at age 16 to start an arts and culture magazine called Student

**Julian Assange (Wikileaks)**

He studied Mathematics and Physics in the University of Melbourne but he dropped out.

**Walt Disney (Disney)**

He dropped out of high school at 16 and founded Walt Disney

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# Some Syllabi on Entrepreneurship

**Madras University**  
(Common Syllabus)

(1) B.Com (General) (2) B.B.A. (3) B.Com (A.F) (4) B.Com. (B.M) (5) B.Com (M.M) (6) B.Sc ISM  
Core Subject : VIII—Entrepreneurial Development

- UNIT—I :** Concept of Entrepreneurship  
Entrepreneurship—Meaning—Types—Qualities of an Entrepreneur—Classification of Entrepreneurs—Factors influencing Entrepreneurship—Functions of Entrepreneurs
- UNIT—II :** Entrepreneurial Development—Agencies  
Commercial Banks—District Industries Centre—National Small Industries Corporation—Small Industries Development Organisation—Small Industries Service Institute. All India Financial Institutions—IDBI—IFCI—ICICI—IRDBI
- UNIT—III :** Project Management  
Business idea generation technique—Identification of Business Opportunities—Feasibility study—Marketing, Finance, Technology & Legal Formalities—Preparation of Project Report—Tools of Appraisal.
- UNIT—IV :** Entrepreneurial Development Programmes (EDP)—Role, relevance and achievements—Role of Government in organizing EDPs—Critical evaluation.
- UNIT—V :** Economic Development and Entrepreneurial Growth  
Role of entrepreneur in economic growth—Strategic approaches in the changing Economic scenario for small scale Entrepreneurs—Networking, Niche play, Geographic Concentration, Franchising/Dealership—Development of Women Entrepreneurship.

**Madras University**  
(B.A. Economics)

**Paper : 4—Entrepreneurial Development**

- UNIT—I :** Meaning of entrepreneur—Theories—Classical—Neo Classical—Schumpeter's innovations theory.
- UNIT—II :** Role and importance of Entrepreneurship—Character of entrepreneur—Relationship between Entrepreneur, Entrepreneurial and Entrepreneurship—Functions of Entrepreneur—Types of Entrepreneurs—Classification of Entrepreneur.
- UNIT—III :** Evolution of Indian Entrepreneurship—Ideology of Mahatma Gandhi on Entrepreneurship—Role of Entrepreneurship in Economic Development—Role of Government and non-government Organization—Policies and Programmes on Entrepreneur Development—Industrial Policy.
- UNIT—IV :** Small Scale Entrepreneurs—Small Scale Industries and Indian Economic Development—Small Scale Industries and Entrepreneurial Development—Concessions—Incentives and Subsidies to Small Scale industries—SIDBI
- UNIT—V :** Project Appraisal—Classification of Projects—Project Appraisal—Formation of Business idea—Contents of Project Report.

**Bharatidasan University, Tiruchirapally, T.N**  
New Syllabus effective from 2010-11

**B.Com. III Year**  
**SEMESTER—V**

**Major Based Elective—I—Entrepreneurial Development**

- UNIT—I :** Concept of entrepreneurship : Definition Nature and Characteristics of Entrepreneurship—Function and type of Entrepreneurship—Phases of EDP, Development of Women Entrepreneur & Rural Entrepreneur—including self employment of women scheme.

**UNIT—II :** The Start-up Process, Project Identification—Selection of the Project—Project Formulation Evaluation—Feasibility Analysis, Project Report.

**UNIT—III :** Institutional services to Entrepreneur—DIC, SIDO, NSIC, MSMEDI—SSIC, SIDCO—ITCOT, IIC—KVIC.

**UNIT—IV :** Institutional Finance to Entrepreneurs : IFCI, SFC, IDBI, ICICI, TIIC, LIC and GIC, UTI, SIPCOT—SIDBI Commercial Bank Venture Capital.

**UNIT—V :** Incentives and Subsidies—Subsidies Services—Subsidy for Market Transport—Seed Capital Assistance—Taxation benefit to SSI—Role of Entrepreneur in Export Promotion and Import Substitution.

**Madras University**  
(M.A. Economics)  
**Entrepreneurial Development**

**UNIT—I :** The Entrepreneur—Definition—Classification of Entrepreneurs—Factors influencing Entrepreneurship—Functions of Entrepreneurs. Economic Development and Entrepreneurial Growth.

**UNIT—II :** Entrepreneurial Development—Entrepreneurial Development Programmes (EDP )—Role, Relevance—Role of Government—Role of Financial Institutions ICICI—IRDBI.

**UNIT—III :** Entrepreneurial scene in India—Development and Training of Entrepreneur—Entrepreneur and Business Executive—Personnel Administration and Management Development—Development of Women Entrepreneurs.

**UNIT—IV :** Organization Structure and Plant Location—Planning for Production and Inventory Project Counseling and Technical Feasibility—Capital Structure and Working Capital—Financial Appraisal of New Project—Role of Banks—Credit Appraisal by Banks—Institutional Arrangement and Entrepreneurship.

**UNIT—V :** Entrepreneur

**UNIT—IV :** Marketing Feasibility—New Product Ideas and Evaluation—Marketing Methods—Pricing Policy and Distribution Channels—Exports Problems of Small Scale Unit.

**Madras University**  
(M.B.A)  
**Entrepreneurship and Management of Small Business**

The Entrepreneur—Definition—Characteristics of successful Entrepreneur

Entrepreneurial scene in India : Analysis of Entrepreneurial growth in different communities, Case Histories of Successful Entrepreneurs, Identification of Potential Entrepreneurs.

Development and Training of Entrepreneurs—Cultural and Social Environment in Promoting Entrepreneurship—Entrepreneurial Environment. Checklist for Organizing and Operating Small Business—Entrepreneur and Business Executive—Personnel Administration and Management Development.

Small-scale Industries—Definition—Classification of Small Industries—the significance in the Indian economy—Problems and Prospects of Ancillary Industries—Sickness in Small Scale Industries—Causes and Remedies.

Organization Structure and Plant location of Small Scale Industries—Planning for Production and Inventory, Project Counselling and technical feasibility.

Capital Structure and Working Capital—Financial Appraisal of new project—Role of Banks—Credit Appraisal by Banks—Institutional Finance to Small Scale Industries—Incentives—Institutional Arrangement and Encouragement of Entrepreneurship.

Marketing feasibility—New Project Ideas and Evaluation—Marketing Methods—Pricing Policy and Distribution Channels—Export Problems of Small Scale Units.

**Bharatidasan University**  
**Entrepreneurial Development**  
**B.Com. IV Semester**

1. Entrepreneurship : Meaning, Definition and Importance—Role of Entrepreneurship in the process of Economic Development—Entrepreneur Vs. Manager.
2. Factors affecting Entrepreneurship growth : Economic, Social, Cultural, Personality, Psychological and Sociological Factors. Maslow's Need Hierarchy Theory, Herzberg's Theory, McClelland's Achievement Motivation Theory—Motivational factors of Entrepreneurship.



3. Entrepreneurship Competencies : Competence—Meaning, Components : Knowledge, Skill, Traits and Motives—Qualities of Entrepreneurs—Types of Entrepreneurs—Functions of Entrepreneurs—Entrepreneurship culture.
4. Enterprise Building : (Starting of a new enterprise) Agencies that help beginners in enterprise building—Steps in enterprise building : Finding out new business idea—Identifying a suitable business opportunity—Preliminary evaluation—Project formulation—Preparation of Project Report—Project Appraisal—Financial Analysis—Profitability Analysis—Social Cost Benefit Analysis—Implementation of Enterprise Building.
5. Entrepreneurship Development Institutions in India : EDII, NAYE, ITCOT, SIPCOT, TIDCO, SISI, NPC, DIC—Procedure for setting up of SSI units : Determination of the project—Deciding upon the form of organisation—Registration of SSI unit.
6. Govt. Assistance : Concessions and Subsidies—Seed Capital—Interest free loans—Concessional financial assistance by IFC, IDBI, ICICI, TIIC and Commercial Banks.
7. Women Entrepreneurs : Concept of Women Entrepreneurship—Functions and role of women entrepreneurs—Growth of women entrepreneurship in India—Recent trends in development of women entrepreneurs—TREAD (Trade Related Entrepreneurship Assistance and Development for Women) Product groups and States identified for the programme—Financial Assistance and grant assistance available under the programme.

### Bharatidasan University

#### B.Com. III-Paper XVI and—BBM—MAJOR PAPER XIII

#### Entrepreneurial Development

**UNIT—I :** Definition of Entrepreneur—Importance of Entrepreneurship in Underdeveloped Economies—Constraints in such countries to Entrepreneurship—Sociological and Psychological factors of Entrepreneurship Achievement, Motivation and methods of improving in a person.

**UNIT—II :** Content of Entrepreneurship Development Programme—Function of the trainer, motivator—EDP institutions in India and their functions, particularly EDP Institute, Ahmedabad : NIESBUD New Delhi : SIET Institute, Hyderabad; ITCOT and SIPCOT in Tamil Nadu; SISI; NSIC and its prototype training Centres. The role of development banks and Commercial Banks, Universities and Engineering colleges in this regard.

**Unit—III :** Factors to be considered when selecting a project and its location—Technical and economic feasibility—Planning the Project—Essentials of a project report of a business—Counselling facilities available for technical training and project formulation. Choosing the scale of business. Importance of market survey and how to do it.

**UNIT—IV :** Managerial skills required by entrepreneurs and methods of acquiring them—Role of management consultant in India—Relative merits of different types of organisations, Particularly sole proprietorship—partnership and company. Different types of credit required by a firm, seed capital, fixed capital working capital, packing and export credit, and sources of these. Benefits of leasing.

**Unit—V :** Problems faced by rural and women entrepreneurs—Industries—Suitable for handicapped persons—Reservation for small industry—Problems of family business—Industrial estates—Backward area benefits. Prevention of Industrial pollution of air and water around the business unit—Causes and prevention of industrial sickness.

### Madurai Kamraj University

#### B.B.A.—4th Semester—

#### Entrepreneurship

**UNIT—I :** Entrepreneurship—Meaning, Importance, Types—Role of Entrepreneurs in Economic Development—Qualities of an Entrepreneur—Entrepreneurship as a career.

**UNIT—II :** How to Start Business ? Product Selection—Forms of Ownership—Plant location—Land, Building, water and Power—Raw materials. Machinery—Manpower—Other industrial facilities—Licensing registration or local byelaws.

**UNIT—III :** Institutional arrangement for Entrepreneurship Development—DIC—ITCOT, SIDCO, NSIC, SISI—Institutional finance to Entrepreneur—TIIC, SIDO, Commercial Banks—Incentives to Small Scale Industries.



**Unit—IV :** Project Report—Meaning & importance—Project Identification—Contents of a Project Report—Format of a report (As per requirements of Finance institutions) Project Appraisal— Market feasibility—Technical Feasibility—Financial Feasibility or Economic feasibility—Break-Even Analysis.

**UNIT—V :** Case histories of Successful Entrepreneurs—Entrepreneurship Development in India—Women Entrepreneurship in India—Sickness in Small Scale Industries and their remedial measures.

**University of Delhi**  
**B.A (Pass)—Application Oriented Course**  
**Entrepreneurship and Small Business**

**Total Lecture periods : 100**

*The purpose of this paper is to prepare a ground where the students view entrepreneurship as a desirable and feasible career option. In particular the paper seeks to build the necessary competencies and motivation for a career in entrepreneurship.*

1. Entrepreneur-Entrepreneurship-Enterprise: Conceptual issues. Entrepreneurship vs. management. Roles and functions of entrepreneurs in relation to the enterprise and in relation to the economy. Entrepreneurship as an interactive process between the individual and the environment. Small business as the seedbed of entrepreneurship? (The teachers should emphasise to the students the desirability as well as feasibility of a career in entrepreneurship in the Indian scenario.) (8 Periods)
2. Entrepreneurial competencies. Entrepreneurial motivation, performance and rewards. (The teachers may make use of Entrepreneurship Development Institute of India's Inventory of Entrepreneurial Competencies and National Institute of Entrepreneurship and Small Business Development's training kit for arousing entrepreneurial motivation and capacity and capability building) (10 Periods)
3. Opportunity scouting and idea generation: role of creativity & innovation and business research. Sources of business ideas. Entrepreneurial opportunities in contemporary business environment, for example opportunities in network marketing, franchising, business process outsourcing in the early 21st century. (The students be advised to visit various product/service franchisees, BPO concerns and meet up/down links in the Network Marketing) (12 Periods)
4. The process of setting up a small business: preliminary screening and aspects of the detailed study of the feasibility of the business idea and preparation of business plan. (The students be advised to visit various financing/non-financing support agencies to familiarise themselves with the policies/ programmes and procedures and the available schemes.) (12 Periods)
5. Managerial roles and functions in a small business. Designing and redesigning business processes, location, layout, operations planning & control. Basic awareness of the issues impinging on quality, productivity and environment. (10 Periods)
6. Principles of double-entry book-keeping: journal entries, cash-book, 'pass book, and Bank Reconciliation Statement, ledger accounts, trial balance and preparation of final accounts: Trading and Profit & Loss Account; Balance-sheet. Brief introduction to Single-Entry system of record keeping. Sources of risk/venture capital, fixed capital, working capital and a basic awareness of financial services such as leasing and factoring. (14 Periods)
7. Issues in small business marketing. The concept and application of product life cycle (plc), advertising & publicity, sales & distribution management. The idea of consortium marketing, competitive bidding/tender marketing, negotiation with principal customers. (10 Periods)
8. Managing business growth. The pros and cons of alternative growth options: internal expansion, acquisitions & mergers, integration & diversification. Crises in business growth. (8 Periods)
9. The contemporary perspectives on Infrastructure Development, Product and Procurement Reservation, Marketing Assistance, Subsidies and other Fiscal & Monetary Incentives. National, state level and grass-root level financial and non-financial institutions in support of small business development. (10 Periods)
10. Preparation of Project Report and Report on Experiential Learning of successful/unsuccessful entrepreneurs. (The students may be advised to develop a structured instrument (questionnaire) for conducting survey of the various aspects of entrepreneurs/enterprise. They may also be advised to prepare a comprehensive business plan. The desirability and feasibility of liaison with relevant funding/non-funding agencies may also be explored.) (6 Periods)



**PIMT, MANDI GOBINDGARH (PUNJAB)**  
Workshop on Entrepreneurship

MB 405

Concept of Business and its components, Different forms of business organization, Industry and its various types, The concept of entrepreneurship, the entrepreneurship culture and structure, theories of entrepreneurship, entrepreneurial traits, types, behavioural patterns of entrepreneurs, entrepreneurs motivation, establishing entrepreneurial units.

Searching for a business idea, sources and selection—project classification and identification, constraints, feasibility, prospects, project objectives, design and appraisal, format for report.

Search for stating a small industry, selection and types of organization. Incentives and subsidies: Central Government schemes and state schemes, incentives to SSIs, registration, licensing requirements for sales tax, excise duty and power.

Entrepreneurial development programme in India: Objectives, performance and shortcomings, selected organizations for EDP, scientific and technological entrepreneurship park (STEP) and its role.

Women entrepreneurs, Case Studies of successful entrepreneurs in India. Venture Capital

*Max. Marks 100*  
*Internal Assessment: 100*

**Pondichery University**  
B.Com (Vocational)  
Fourth Semester

*Paper XVIII*

*Entrepreneurs Development*

Concept of Entrepreneurship—Entrepreneur and Enterprises—Meaning—Definition—Characteristics—Functions—Role of Entrepreneurs in the economic development Classification of entrepreneurs—Factors affecting entrepreneurial growth—Entrepreneurship Development programmes—Self Employment schemes—Govt. Policies on entrepreneurial development—Small entrepreneurs development.

Sources of ideas—Preliminary evaluation and testing of ideas—Project identification—Demand based industries and Resource based industries—Import substitution and Export oriented items—Project formulation and feasibility study.

Project Appraisal—Technical—Commercial appraisal—Information required—Demand forecasting—Sources of market information—Financial appraisal—Capital cost of-project—Sources of finance—Financial problems.

Licensing procedures—Procedures to start an industrial unit—Financial and other assistance to S.S.I. units.

Incentives and subsidies of State and Central Govts.—Aims—Backward areas—Industrial Estates—DICs—PIDIC—Role of financial institutions in the entrepreneurial growth—Project, financing—Sources of finance—IDBI, IFCI, ICICI and IRCI—Role of promotional and consultancy organisations of State and Central Govt.

**University of Pune**  
M.B.A./45

**208. Entrepreneurial Development**

This is a paper for internal evaluation. The coverage of this paper by the individual institutions should be done at 2 levels :

- (1) Conceptual Framework of Entrepreneurship. The suggested syllabus for this is as follows :
1. Definition-scope and importance of entrepreneurship-Its relevance to Indian Economy- Entrepreneurial values-cultural and social environment-characteristics of a successful entrepreneur-Entrepreneurship Development Cycle.
  2. Role of Financial Institutions and Commercial Banks in promoting entrepreneurship- financing schemes offered-venture capital schemes.
  3. Economic Theories of entrepreneurship- Introduction to theories of economic development and the role played by entrepreneurs in economic development.
  4. Case studies of entrepreneurship-cases of successful entrepreneurs, women entrepreneurs, failures and instances of turnaround.
- (2) The students should be encouraged to have first hand learning experience from entrepreneurial ventures. This can be done by having a dialogue with the entrepreneurs at personal, group or at the classroom level. This should be translated into written assignments, seminars and presentation; for which separate marks should be allotted.

**Gautam Budh Technical University**  
**MBA 041 : ENTREPRENEURSHIP DEVELOPMENT**

*Max. Hours : 40*

**Unit I (10 Sessions)**

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

**Unit II (10 Sessions)**

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation.

**Unit III (10 Sessions)**

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development. Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small Scale Industries, Govt. Policies for SSIs.

**Unit IV (10 Sessions)**

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

**Venture Capital:** Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

**University of Lucknow**  
**BBA 603 ENTREPRENEURSHIP**

*(The subject aims to familiarize the students with the concept of Entrepreneurship and with the establishment and management of a new enterprise.)*

**Unit I:** Entrepreneurship: Definitions and core elements, Process of Entrepreneurship, Entrepreneurial Competencies, Barriers to Entrepreneurship, Identification of business opportunities.

**Unit II:** Establishment of a new enterprise, Choice of product, Market Assessment, Selection of Technology, Selection of Site, Organizational and Ownership Structure.

**Unit III:** Preparation of Business Plan, Financing the new enterprise, Financial Management for new ventures, Source of Finance.

**Unit IV:** Marketing Management in a new enterprise, Human Resource Management in a new enterprise, Operations Management in a new enterprise.

**University of Madras**  
**M.Com I Year**

**CORE COURSE V - ENTREPRENEURIAL DEVELOPMENT**

*Credit Allotted: 4*

*Max Marks: 75*

**OBJECTIVE:** To develop the entrepreneurial knowledge and skill through understanding of the concepts in entrepreneurial development

**UNIT I:** Entrepreneur -Meaning - Definition - Characteristics - Functions - Role of Entrepreneurs in the economic development Classification of entrepreneurs Factors affecting entrepreneurial growth.

**UNIT II:** Entrepreneurship - Concept - Distinction between Entrepreneur and Entrepreneurship - Entrepreneurship Development Programmes - Objectives - Stages in EDP- Pre-training Stage Training phase - Post Training - Evaluation and Feedback of EDP.

**UNIT III:** Project Identification - Sources of ideas - Preliminary evaluation and testing of ideas Constraints - Project formulation - Stages- Feasibility study and Feasibility Report - Selection Criteria.

**UNIT IV:** Project Report - Project Appraisal - Technical - commercial appraisal -Financial appraisal- Sources of finance - Steps to start-an industrial unit.



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**UNIT - V**

Incentives and subsidies of State and Central Govt. - Aims - Backward areas, Industrial Estates - Role of DIC, SSI, TCO in entrepreneurial growth

**Gautam Budh Technical University (UP)**

**OPEN ELECTIVES-I**

**BOB-071: ENTREPRENEURSHIP DEVELOPMENT**

**UNIT-I**

**Entrepreneurship** - definition, growth of small scale industries in developing countries and their positions vis-a-vis large industries; role of small scale industries in the national economy; characteristics and types of small scale industries; demand based and resources based ancillaries and sub-control types.  
Government policy for small scale industry; stages in starting a small scale industry.

**UNIT-II**

**Project identification** - assessment of viability, formulation, evaluation, financing, field-study and collection of information, preparation of project report, demand analysis, material balance and output methods, benefit cost analysis, discounted cash flow, internal rate of return and net present value methods.

**UNIT-III**

**Accountancy** - Preparation of balance sheets and assessment of economic viability, decision making, expected costs, planning and production control, quality control, marketing, industrial relations, sales and purchases, advertisement, wages and incentive, inventory control, preparation of financial reports, accounts and stores studies.

**UNIT-IV**

**Project Planning and control:**

The financial functions, cost of capital approach in project planning and control. Economic evaluation, risk analysis, capital expenditures, policies and practices in public enterprises, profit planning and programming, planning cash flow, capital expenditure and operations, control of financial flows, control and communication.

**UNIT-V**

Laws concerning entrepreneur viz, partnership laws, business ownership, sales and income taxes and workman compensation act.  
Role of various national and state agencies which render assistance to small scale industries.

**University of Madras B.Com (Cooperation)**

**CORE PAPER - XVI - COOPERATIVE ENTREPRENEURSHIP DEVELOPMENT**

**Unit - 1**

Entrepreneurship - Definition - Characteristics - Factors that influence Entrepreneurship development - Entrepreneurship in small scale and rural industries - Role of co-operatives in EDP

**Unit - 2**

Entrepreneurship development programmes - Agencies for EDP - Schemes and incentives for women and educated unemployed youth.

**Unit - 3**

Project Formation and Planning, its significance - Financing agencies and Government, elements of project formulation - feasibility analysis - Techno - economic analysis - market analysis and financial and cost benefit analysis.

**Unit - 4**

Procedure and steps involved in establishing small scale villages industries, licensing project formulation - finance, marketing labour.

**Unit - 5**

Prominent villages and small scale industries in the region/district - operational features and problems - field visits  
- Entrepreneurial profiles of such industries

**Bharathiar University**  
**BBA—Paper—Entrepreneurial Development**

*Maximum Marks: 100*

*Duration: 3 hours.*

*Lectures: 75*

**Learning Objectives:** The purpose of the paper is to orient the learner toward entrepreneurship as a career option and creative thinking and behaviour for effectiveness at work and in life.

**Unit-I**

Introduction - Understanding the meaning of Entrepreneurship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs - Entrepreneurial Scene in India - Factors influencing Entrepreneurship

**Unit-II**

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, TIIC, SIDBI, PIPDIC, IDBI, IFCI, ETC.

Problems and prospects of Women entrepreneurs - Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs

**Unit-III**

How to enter into Market? - Business idea generation Techniques - identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Locational Feasibility

**Unit-IV**

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan - Project Report.

**Unit-V**

How to start an enterprise? - Franchising and Acquisition - Product Strategies - Pricing Strategies - Distribution Strategies - Promotional Strategies.

How to be a successful Entrepreneur? - Learning to be Successful - Successful entrepreneurs - NAMASKAR.

**Bharathiar University**  
**B.com. - Paper - I**

**Development of Small Business**

*Maximum Marks: 100*

*Duration: 3 hours.*

*Lectures: 75*

**Objectives:**

To enable the students to gain knowledge of small business, its opportunities in the present scenario.

**Unit-I**

Meaning of Small Scale Enterprises - Objectives of Micro, Small and Medium Enterprises Act of 2006 (MSME) - Importance of MSMEs - Advantages - Problems - Measures of the Government to Develop Small Industries.

**Unit-II**

Steps for Starting a Small Industry - Search for Business Idea, Sources of Ideas - Project Formulation and Design.

**Unit-III**

Selection of Type of Organization - Sole Proprietorship, Partnership - Joint Stock Company - Factors Influencing the Choice of Organization.



**Unit-III**

Sources of Project Finance - Short Term, Medium Term and Long Term Finance - Role of Banks - Institutions Assisting Small Enterprises - District Industries Centres # Industrial Estates, SIDO, NSIC, SIDCO, SISIs and SIPCOT.

**Unit-IV**

Incentives and subsidies - Meaning - Need and Problems - Schemes of Incentives for SSI Units - Taxation Benefits to SSIs.

**Osmania University**  
**MBA**  
**Entrepreneurial Development**

**Unit - I: Entrepreneur and Entrepreneurship:**

Evolution of the Concept of Entrepreneur-Characteristics of an Entrepreneur-Distinction Between an Entrepreneur and a Manager-Functions of an Entrepreneur-Theories of Entrepreneurship in India-Role of Entrepreneurship in Economic Development-Concept of Entrepreneurship-Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship-Meaning of and-Need for Rural Entrepreneurship-Problems and Development of Rural Entrepreneurship.

**Unit - II: Factors Affecting Entrepreneurial Growth:**

Economic and Non-Economic Factors-Government Actions: Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs)-Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

**Unit - III: Small Enterprises:**

Definition-Characteristics-Relationship with large units-Rationale-Objectives-Scope of Small Enterprises-Opportunities for an Entrepreneurial career-Role of Small Enterprises in Economic Development-Their problems-Project Identification and Selection-Project Formulation-Project Appraisal-Financing-ownership Structures, MSME, act.

**Unit - IV: Institutional Finance to Entrepreneurs:**

Commercial Banks-Other Major Financial Institutions, such as IDBI, IFCI, IBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for institutional support to Entrepreneur-Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

**Unit-V: Venture Capital:**

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation - Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies-valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture-capital financing. Policy imperatives of VCF development in India. Role of private equity.

**Guru Gobind Singh Indraprastha**  
**University, New Delhi**  
**BBA-306 Entrepreneurship Development**

**Objectives:**

L-4 T-0 Credits-4

It provides exposure to the students too the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

**COURSE C**

**Unit I** Lectures: 12

**Introduction:** The entrepreneur, definition, emergence of entrepreneurial class: theories of entrepreneurship; role of socio-economic environment; characteristics of entrepreneur: leadership; risk taking; decision making and business planning.

**Unit II** Lectures: 12

**Promotion of a Venture:** Opportunities analysis: external environmental analysis-economic, social and technological: competitive factors: legal requirements of establishment of a new unit and raising of funds: Venture capital sources and documentation required.

**Unit III** Lectures: 14

**Entrepreneurial Behaviour:** Innovation and entrepreneur: entrepreneurial behaviour and psycho-theories, social responsibility.

**Entrepreneurial Development Programmes (EDP):** EDP. their role, relevance and achievements: role of government in organizing EDP's critical evaluation.

**Unit IV** Lectures: 12

**Role of Entrepreneur:** Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complementing and supplementing economic growth, bringing about social stability and balanced regional development of industries: role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

**Punjab Technical University**  
**BBA—BB-602: ENTREPRENEURSHIP**

*Max. Marks: 100*

*External Assessment: 60*

*Internal Assessment: 40*

**Concept of Entrepreneurship:** Meaning & characteristics of entrepreneurship, entrepreneurial culture, socio-economic origin of entrepreneurship, factors affecting entrepreneurship, conceptual model of entrepreneurship, traits of a good entrepreneur, entrepreneur, intrapreneur and manager

**Entrepreneurial Motivation:** Motivating, compelling and facilitating factors, entrepreneurial ambition, achievement motivation theory and Kakinada experiment.

**Establishment of Entrepreneurial Systems:** Search, processing and selection of idea, Input requirements.

**SSI:** Meaning, importance, characteristics, advantages and problems of SSI. Steps for starting a small industry, guidelines for project report, registration as SSI.

**Assistance to SSI:** Need for incentives & subsidies, need for institutional support, role of government and other institutions.

**Bangalore University**  
**MBA—ENTREPRENEURSHIP AND ETHICS**

**Module One: Entrepreneurship in the New Millennium**

Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of entrepreneurship, Factors affecting growth of entrepreneurship in India, Role of entrepreneurship in economic development.

**Module Two: Opportunity Assessment**

Opportunity identification and selection, Environmental dynamics and changes, Business opportunities in emerging environment, Challenges of new venture start-ups, Pitfalls in selecting new ventures, Critical factors for new venture development, Why new ventures fail, Sources of finance for new venture.

**Module Three: Feasibility Analysis and Crafting Business Plan**

Feasibility analysis of industry, market, product or service and finance, Business plan—Meaning, significance, contents, formulation and presentation of business plan, Common errors in business plan formulation.



**Module Four: Legal Forms of Entrepreneurial Organizations**

Identifying legal structures, Selection of an appropriate legal structure, Sole proprietorships, Partnerships, Companies, companies under Section 25, Franchising, Legal environment—patents, copyrights, trademarks.

**Module Five: Social Entrepreneurship**

Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of social entrepreneurship, Few experiments.

**Module Six: Ethics and Entrepreneurship**

Mean and need for business ethics, Arguments for and against ethics, Ethics and laws, Establishing Strategy for ethical responsibility, Approaches to managerial ethics, Ethics and business decisions, Framework for ethical decision making, CSR, Environmental awareness, Ethical leadership by entrepreneurs, Corporate citizenship.

**Sathyabama University, Chennai**  
**Entrepreneurial Development**

**Unit - I**

Entrepreneur – Definition – Characteristics of successful entrepreneur – Entrepreneurial scene in India – Identification of potential entrepreneurs – Case histories of successful entrepreneurs.

**Unit - II**

Development and training of entrepreneurs – Management development – Entrepreneurial environment – Checklist for organising small industries.

**Unit - III**

Small scale industries – Definition – Classification of small industries – their significance in the Indian economy – sickness in small scale industries – causes and remedies – ancillary industries & their problems.

**Unit - IV**

Financial appraisal of new project – credit appraisal by banks – role of banks in the promotion of small industries – incentives – institutional finance to small scale industries – capital requirements for small scale industries.

**Unit - V**

Marketing feasibility – New product developments – Marketing methods – pricing policy and distribution channels – export problems of small scale units.

# Business Management

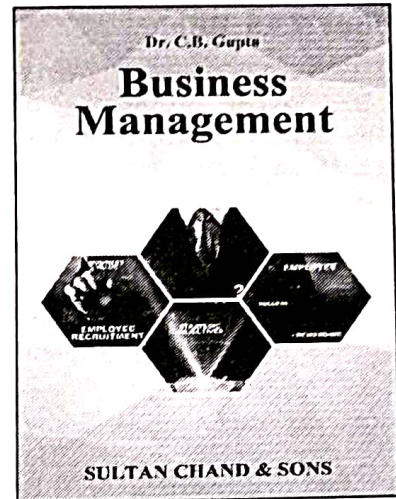
Dr. C.B. Gupta

## About the Book

This book has been especially designed and written as the standard Textbook for B.Com., B.B.A., B.B.M., B.A. and other similar undergraduate courses.

## Salient Features

- Lucid, simple and conversational language.
- Liberal use of diagrams and tables to illustrate the text.
- Full coverage of the prescribed syllabus.
- Points to remember for quick revision.
- Questions from university examinations.
- Case Study in each chapter for practical learning.
- Chapter Outline at the beginning of every chapter to give a bird's eye view of the topics covered.



## Contents

**Unit I: Introduction** – Nature and Scope of Management • Management Process, Functions and Principles  
• Evolution of Management Thought • Social Responsibility and Ethics.

**Unit II: Planning and Decision-making** – Nature and Process of Planning • Methods and Types of Plans  
• Forecasting and Decision-making • Management Information System.

**Unit III: Organising** – Nature and Process of Organising • Organisation Theory & Behaviour  
• Departmentation • Span of Management • Authority and Responsibility • Delegation and Decentralisation  
• Types of Organisation Structure • Groups in Organisation • Organisation Charts and Manuals.

**Unit IV: Staffing** – Nature and Scope of Staffing • Recruitment, Selection and Training • Performance Appraisal and Promotion • Job Analysis and Job Evaluation.

**Unit V: Directing** – Nature and Scope of Directing • Supervision • Motivation and Morale • Leadership  
• Communication.

**Unit VI: Control and Coordination** – Nature and Process of Controlling • Techniques of Managerial Control  
• Coordination – The Essence of Management • Techniques of Management.

Case Studies • Selected Bibliography • Objective Type Questions • Model Question Papers.



# Management: Theory and Practice

C.B. Gupta

## About The Book

This book is designed to provide a comprehensive and contemporary study of management. A wide range of topics relevant to effective management of business and other organizations are covered. It is primarily a student-oriented book for those pursuing courses in Commerce, Management and Allied Disciplines.

## Salient Features

- Comprehensive coverage of various topics.
- Systematic arrangement and analytical presentation.
- Contains several topics of contemporary interest e.g. Modern Management Gurus, Knowledge Management, Corporate Governance, Network Organisation, Balanced Scorecard, Economic Value Added Management of Family Business, Benchmarking, Business Process Reengineering, TQM, JIT, Six Sigma.
- Lucid and Simple Language.
- Emphasis on conceptual clarity.
- Precise and clear exposition of the text.

## Contents

**Part I: Introduction to Management** – Concept, Nature and Scope of Management • Management Process – Functions and Principles • Coordination – The Essence of Managing • Evolution of Management Thought • Modern Management Gurus • Management and Environment.

**Part II: Planning and Decision-Making** – Nature, Process and Types of Planning • Forecasting • Management by Objectives • Decision-making • Strategic Management Process • Problem Solving.

**Part III: Organising** – Nature and Principles of Organisation • Departmentation • Span of Management • Authority and Responsibility • Delegation and Decentralisation • Forms of Organisation Structure • Line and Staff Relations • Theories of Organisation • Management of Change • Organisation Development • Organisation Charts and Manuals • Organisational Climate and Culture • Organisational Conflicts • Organisational Politics.

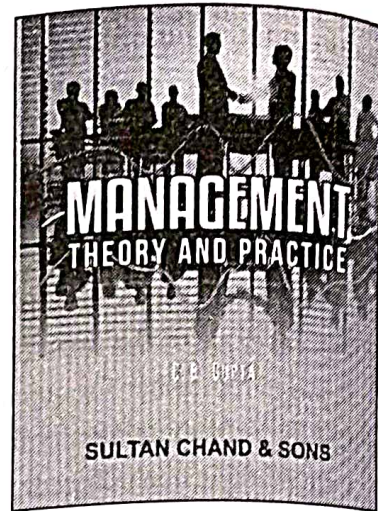
**Part IV: Staffing** – Nature and Scope of Staffing • Selection, Training and Development • Human Resources – Appraisal and Accounting • Knowledge Management • Learning Organisation.

**Part V: Directing** – Nature and Scope of Directing • Motivation and Morale • Communication • Leadership • Supervision • Team Building • Crisis Management • Corporate Governance.

**Part VI: Controlling** – Nature and Process of Controlling • Techniques of Control.

**Part VII: Management and Society** – Management of Public Undertakings • Social Responsibilities of Business • Business Ethics • Japanese Management • International Management • Excellence in Management • Management of Time • Management of Family Business • Management of Non-profit Organisation • Management in Future • Modern Management Techniques • The Entrepreneurship Development.

*Some Syllabi on Management • Select Bibliography • Subject Index.*



# Entrepreneurship Text & Cases

C.B. Gupta

## About the Book

This book is specially designed and written for Paper BCH 4.5 (a), Semester IV of B.Com. (Hons.) and Paper BC 5.3 (a) Semester V of B.Com. of Delhi University.

## Salient Features

- Comprehensive coverage.
- Systematic arrangement of various topics.
- Examples from Indian industry.
- To the point presentation.
- Lucid and simple language.

## Pedagogical Features

- Chapter outline in the beginning of every chapter to give a bird's eye-view of the contents.
- Tables and diagrams to illustrate the text.
- Very short answer, short answer and long answer type questions.
- Case studies of Indian entrepreneurs.

## Contents

**Unit I: Introduction** – Nature and Role of Entrepreneurship • Routes to Entrepreneurship • Creativity and Innovation • Dimensions of Entrepreneurship.

**Unit II: Types of Business Entities** – Micro, Small and Medium Enterprises • Business Groups, Business Houses and Family Business • Contemporary Role Models in Indian Business.

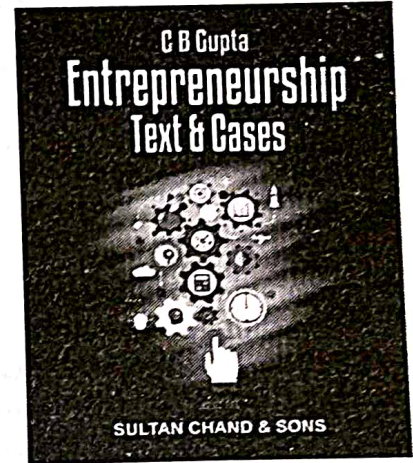
**Unit III: Entrepreneurial Sustainability** – Institutions Assisting Entrepreneurs • Entrepreneurial Development in India • Business Incubators, Angel Investors, Venture Capital and Private Equity Funds.

**Unit IV: Business Plan Preparation** – Sources and Techniques of Business Ideas • Feasibility Analysis • Business Plan.

**Unit V: Marshalling Resources** – Financing the New Venture • Production and Operations Management • Marketing Issues in a New Venture • Building the New Venture Team • Forms of Ownership for New Venture • Growth and Transition of a Venture • Accounting and Financial Statements of a New Venture.

**Unit VI: Appendices** – Case Studies of Successful and Unsuccessful Entrepreneurs.

## Bibliography





# Business Organisation and Management

C.B. Gupta

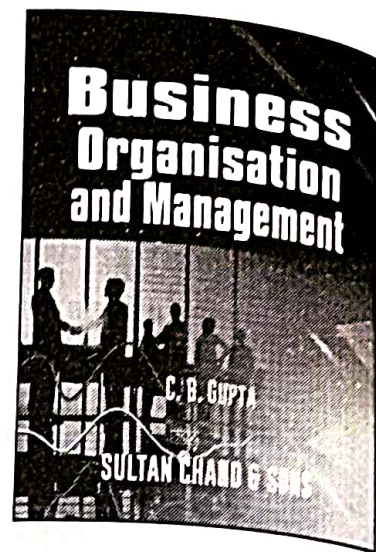
## About the Book

This book has been designed primarily as a textbook for B.Com. Degree Students of Delhi University and of other Indian Universities. It describes the basic concepts and techniques in a simple and lucid manner.

The book is divided into six parts, namely – Introduction of Business, Organising a Business, Marketing of Products, Financing the Business, Business Horizons and Principles of Management.

## Salient Features

- Learning objectives at the beginning of each chapter to provide at a glance the topics covered.
- Tables and Diagrams to illustrate the text.
- Summary and Key-terms at the end of each chapter for quick revision.
- Test questions culled from B.Com. and BBA Examinations of various Universities for self-examination.
- Bibliography and Index further enhance the value of the book



## Contents

**Section I: Introduction** – Nature and Scope of Business • Business System and its Environment • Objectives of Business • Social Responsibilities of Business.

**Section II: Organising A Business** – Promotion: Legal and Procedural Aspects (Launching a Business Enterprise) • Location: Selection of Region and Site • Forms of Ownership Organisation – I (Proprietorship and Partnership) • Forms of Ownership Organisation – II (Company and Cooperative) • Choice of Suitable form of Business Organisation.

**Section III: Marketing of Products** – Nature and Functions of marketing • Channels of Distribution (Home Trade) • Exports and Imports (Foreign Trade) • Advertising, Salesmanship and Sales Promotion • Business Risks • Elements of Insurance.

**Section IV: Financing the Business** – Financial Planning (Capitalisation and Capital Structure) • Source of Corporate Finance • Special Financial Institutions • Stock Exchange and SEBI.

**Section V: Business Horizons** – Public Enterprises and Public Utilities • Small Business in India.

**Section VI: Principles of Management** – Nature and Scope of Management • Functions and Principles of Management • Coordination – The Essence of Management • Approaches to the Study of Management • Nature and Significance of Planning • Process and Types of Plans • Nature and Process of Organising • Departmentation • Delegation and Decentralisation of Authority • Forms of Organisations • Nature and Functions of Staffing • Recruitment, Selection and Training • Nature and Scope of Directing • Motivation and Morale • Leadership • Communication • Nature and Process of Control • Techniques of Managerial Controls.

**Appendix** – Bibliography • Index.



# Sultan Chand & Sons useful Books for B.Com & BBM / BBA / BBS of All Indian Universities & Diploma Courses

<b>Management</b>	L.M. Prasad L.M. Prasad L.M. Prasad L.M. Prasad Amandeep Nahar, P.C.K. Rao & Rajesh Kumar Nigah Y.K. Bhushan	<i>Principles and Practice of Management</i> <i>Organizational Behaviour</i> <i>Human Resource Management</i> <i>Strategic Management</i> <i>Organisational Behaviour</i>	<b>Mathematics/Statistics</b>	S.P. Gupta S.P. Gupta & M.P. Gupta Kanti Swaroop P.K. Gupta & Man Mohan V.K. Kapoor D.C. Sancheti & V.K. Kapoor D.C. Sancheti & V.K. Kapoor S.P. Gupta, Man Mohan & P.K. Gupta S.P. Gupta & P.K. Gupta S.C. Gupta & V.K. Kapoor S.C. Gupta & V.K. Kapoor S.C. Gupta & V.K. Kapoor	<i>Statistical Methods (All Courses)</i> <i>Business Statistics</i> <i>Operations Research</i>  <i>Operations Research</i> <i>Business Mathematics (All India)</i>  <i>Statistics (All India)</i>  <i>Business Statistics &amp; Operations Research</i>  <i>Quantitative Techniques and Operations Research (NEP)</i> <i>Fundamentals of Mathematical Statistics</i> <i>Fundamentals of Applied Statistics</i> <i>Elementary Mathematical Statistics</i>
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