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# ENTREPRENEURSHIP

## Learner Guide

National Vocational  
Certificate Level 5

Version 1 - March 2020



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## Introduction

Welcome to your Learner's Guide for the *ENTREPRENEURSHIP* Programme. It will help you to complete the programme and to go on to complete further study or go straight **into employment**.

The *ENTREPRENEURSHIP* programme is to engage young people with a programme of development that will provide them with the knowledge, skills and understanding to start this career in Pakistan. The programme has been developed to address specific issues, such as the national, regional and local cultures, the manpower availability within the country, and meeting and exceeding the needs and expectations of their customers.

The main elements of your learner's guide are:

- **Introduction:**
  - This includes a brief description of your guide and guidelines for you to use it effectively
- **Modules:**
  - The modules form the sections in your learner's guide
- **Learning Units:**
  - Learning Units are the main sections within each module
- **Learning outcomes:**
  - Learning outcomes of each learning units are taken from the curriculum document
- **Learning Elements:**
  - This is the main content of your learner's guide with detail of the knowledge and skills (practical activities, projects, assignments, practices, etc.) you will require to achieve learning outcomes stated in the curriculum
  - This section will include examples, photographs, and illustrations relating to each learning outcome
- **Summary of modules:**
  - This contains the summary of the modules that make up your learner's guide
- **Frequently asked questions:**
  - These have been added to provide further explanation and clarity on some of the difficult concepts and areas. This further helps you in preparing for your assessment.
- **Multiple choice questions for self-test:**
  - These are provided as an exercise at the end of your learner's guide to help you in preparing for your assessment.



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Module-2

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## Module 2: Manage Human Resources

Objective of the module:

Duration: 150

Theory: 31

Practical:119

Learning Unit	Learning Outcomes	Learning Elements	Materials Required
LU1: Recruit employees	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Establish recruitment process and procedures</li> <li>• Develop job descriptions as per required competencies</li> <li>• Develop job orientation procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Fundamentals of recruitment and selection process i.e. searching, screening, evaluation, and control</li> <li>• Types of recruitment processes as per business requirement</li> <li>• Basic knowledge of designing a job description</li> <li>• Awareness-process designing i.e. company culture, co-worker introductions, office workplace, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Paper</li> <li>• Pencil</li> <li>• Pen</li> <li>• Multimedia</li> <li>• Printer</li> <li>• PC</li> </ul>
LU2: Manage personnel development	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Assess training needs of employees</li> <li>• Develop a training plan for learning requirements</li> <li>• Allocate resources for training activities</li> <li>• Develop procedure for monitoring and evaluation of trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Gap analysis through feedback from employees</li> <li>• Designing training modules</li> <li>• Scheduling of trainings</li> <li>• Allocation of trainers</li> <li>• Locating venue for training</li> <li>• Allocation of supportive resources</li> <li>• Designing feedback forms for the trainers and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Paper</li> <li>• Pencil</li> <li>• Pen</li> <li>• Multimedia</li> <li>• Printer</li> <li>• PC</li> </ul>

<p><b>LU3:</b> Appraise team performance</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Design mechanism to assess team performance</li> <li>• Develop mechanism for assessing employee satisfaction.</li> <li>• Take appropriate action as per SOP</li> </ul>	<ul style="list-style-type: none"> <li>• Basic types of performance appraisal</li> <li>• Employee feedback development procedures</li> <li>• Employee feedback evaluation</li> <li>• Mechanism for taking actions after the performance appraisals</li> </ul>	
--	--	---	--

**LU1:** Recruit employees

**Sample AD**

To create a good print advertisement, you should take the following steps:

- Write a well-targeted headline
- Design your advert clearly
- Write compelling advertising text – known as copy

<https://www.nibusinessinfo.co.uk/content/how-write-advertisement>

**VOLVO**  
Volvo Group Trucks

# We're Hiring!

**YOU'RE INVITED TO OUR JOB FAIR:**  
**Monday, March 26**  
12:30 – 2:30 PM & 3:30 – 5:30 PM

Learn more about our NEW temporary manufacturing position • Enjoy refreshments • Win prize drawings!

**Starting Wage \$17.93/Hour**

For more information visit  
**facebook.com/volvogrouphagerstown**

13403 Volvo Way, Hagerstown, MD 21742  
Exit 9/Maugans Ave. off I-81

WAG00011

## Interviewing scoring sheet

We all know that in order to be acquainted in a group or in a job, an interview is desirable to know if applicants are qualified to be in the group or not, the interview score sheets is needed printed document to be able to complete this task. The recording tool where the interviewer can put the grades that the applicants will gain based on their answers and skills as indicated in the standards needed for a job.

<https://www.sampletemplates.com/business-templates/interview-score-sheet-template.html>

## Offer letter samples

A job offer letter is used to formally offer a position to a candidate, and provide important information including start date, compensation, work hours, and job title. It is also known as an employment offer letter.

<https://www.betterteam.com/job-offer-letter>

Job Applicant's Name \_\_\_\_\_

Position Being Applied For \_\_\_\_\_

## JOB INTERVIEW

*Directions: Circle a score up the total points in each column together.*

Firm handshake (not limp or

Introduction (eye contact, st

Dressed appropriately for th

Brought resume

Answer to question #1

Answer to question #2

Answer to question #3

Answer to question #4

Answer to question #5

Body language (sits up strai  
answers questions with enth

Ending the interview (shake

## Sample Offer Letter by [workable.com](http://workable.com)

Dear [first name],

Our hiring team was positively excited to meet and get to know you over the past few days. It is my pleasure to offer you a position at [company name] in the role of [role title]. You will be reporting to the Head of our [team name] team which belongs in the [department name] department.

Your expected starting date is the [date].

We will be offering you the following compensation and benefits:

- Annual gross salary of \$[total annual salary] (12 monthly wages per year)
- Private health and dental insurance plan
- Computer workstation of your choice
- Paid vacation leave per annum
- Educational materials and expenses, subject to management approval
- Eligibility for any additional employee benefits that the company may provide in the future

This offer is valid until the [date]. To accept the offer, simply hit reply on the email that contained this offer letter and confirm that you agree with the proposed terms. If you prefer to accept the offer by phone, feel free to call [employee name] on [employee phone number].

We are looking forward to having you in our team and to seeing you achieve great things at [company name].

Sincerely,

[Sender Name]

Signatures:

\_\_\_\_\_  
Company Representative (Sign)

\_\_\_\_\_  
Company Representative (Print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Applicant (Sign)

\_\_\_\_\_  
Applicant (Print)

\_\_\_\_\_  
Date

## Joining Report Samples

Sample joining report format for employee, new employees, teachers, professors, students, engineers, doctors etc. Joining report is compulsory in multinational companies and company with larger business network as as surety of employee joining to issue the salaries, benefits and getting the work performance reports.

<https://semioffice.com/letters/acknowledgement-letters/joining-report-sample-format/>

## Sample Joining Letter Format

YOUR NAME  
YOUR ADDRESS,  
Phone: 01717-53494337, E-mail: and@gmail.com

27 February, 2007

To,  
[EMPLOYER NAME]  
Sr. Executive Vice President,  
Human Resources Division,

AAA Bank,  
Head Office,  
Dhaka Commercial Area,  
Dhaka-1000.

**SUB: JOINING LETTER**

Dear Sir,

I have honor to inform you that I am joining the bank from today as a Trainee Officer in respect to your appointment letter dated 25 April, 2007, Ref no. AAA/HRD/OPP-339.

I kindly request you to accept my joining letter.

Regards

[YOUR NAME]

**Sample employment contracts**

This Employment Contract (the “Contract” or “Employment Contract”) states the terms and conditions that govern the contractual agreement between [EMPLOYER COMPANY] having its principal place of business at [ADDRESS] (the “Company”), and [EMPLOYEE] (the “Employee”) who agrees to be bound by this Contract.

<https://www.pandadoc.com/free-employment-contract-template/>

'Logo'

**Contract of Employment**

[NAME OF ORGANISATION (the "Employer")]

**CONTRACT OF EMPLOYMENT**

**NAME:** (Enter details of individual to be employed)

**ADDRESS:**

**DATE:**

The basic terms and conditions of your employment are as set out in this Contract of Employment (the "Contract"), your offer letter, the Employer's Handbook (the "Handbook") and the Employer's policies, procedures and rules as may be introduced and/or amended from time to time. Together these documents incorporate the written particulars of employment required to be given to you by statute. There are no collective agreements affecting your terms and conditions of employment.

**Duration of Contract**

Your employment with the Employer under this Contract commenced on ENTER DATE and shall continue, subject to your terms and conditions of employment or unless your employment is terminated earlier in accordance with clause 14.

**Period of Continuous Employment**

No period of employment prior to your start date counts as part of your period of continuous employment and accordingly your period of continuous employment for the purposes of the Employment Rights Act 1996 commenced on the Commencement Date.

**Job Title and Flexibility**

- 3.1 You are employed as ENTER JOB TITLE reporting to ENTER REPORTEE.
- 3.2 You are expected to perform all duties which may be required of you in this role and as set out in the attached Job Description. You must comply with all reasonable directions given to you and observe all the policies, procedures and rules of the Employer as may be introduced and/or amended from time to time.
- 3.3 The Employer operates a policy of job flexibility and the Employer may, at its discretion, require you to perform additional or other duties, whether skilled or unskilled, not within the scope of your normal duties and may at its discretion amend your Job Description at any time.

**Place of Work**

- 4.1 Your normal place of work is our office ENTER ADDRESS. The Employer may require you however to work at such other locations on a temporary basis as we may from time to time require. The Employer reserves the right to relocate you on reasonable notice to such other locations as we may from time to time require.

## Formats of TNA& Analysis

Training Needs Analysis (TNA) is the process in which the company identifies training and development needs of its employees so that they can do their job effectively. It involves a complete analysis of training needs required at various levels of the organization.

<https://economictimes.indiatimes.com/definition/training-needs-analysis>

### TRAINING NEEDS ANALYSIS (TNA)

You can use this form to help you identify and record the training needs of your individual employees.

EMPLOYEE NAME:		POSITION		TNA DONE BY:		
Major tasks of position	Training/skills development required?		If yes, identify what training needs exist	How will this be achieved? (eg on the job, external training)	When ?	Who to organise? Training provider?
	Y	N				
<insert major tasks of position>	<input type="checkbox"/>	<input type="checkbox"/>	<insert training needs, if any>	<insert how this will be achieved>	<insert when>	<insert who is going to deliver the training>
	<input type="checkbox"/>	<input type="checkbox"/>		eg on the job, external training		
	<input type="checkbox"/>	<input type="checkbox"/>				
	<input type="checkbox"/>	<input type="checkbox"/>				
	<input type="checkbox"/>	<input type="checkbox"/>				

What do we want to achieve in the period ahead?  
<insert comments>

---

Where do you/we see your career progressing in the next two years?  
<insert comments>

---

How are we going to make this happen?  
<insert comments>

---

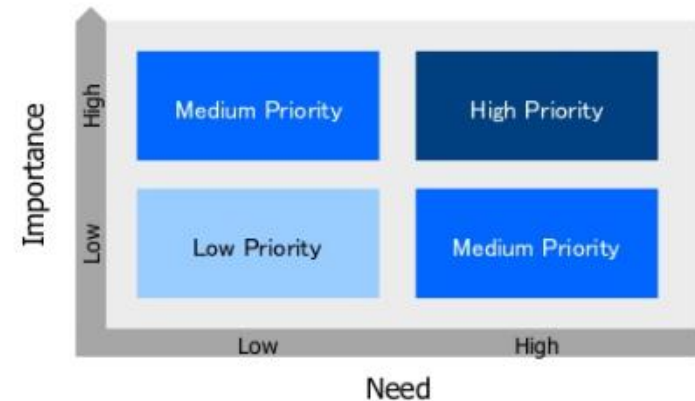


## Priorities of trainings

It's no secret that the most important resource a company has is its employees. A well-trained, engaged workforce will drive a company's success, while an unmotivated, underperforming group will slow down production and potentially cause a company to fail.

<https://www.td.org/newsletters/the-buzz/the-four-priorities-of-training>

- Together, the **need** and the **importance** will facilitate you to identify training priorities



## Samples of TNA report

Training needs analysis can be a difficult thing at the best of times. When you are faced with a technology needs analysis, this becomes doubly difficult if you yourself have significant needs. It is easy to fall into the trap of identifying beginner, intermediate and advanced levels.

<https://rapidbi.com/training-needs-analysis-tna-sample-templates/>

## TNA Final Report

- Executive Summary
- Introduction
- Scope and Purpose
- Limitations
- Assumptions
- Methodology
- Findings
  - Performance Gap & Cause analysis
  - Collective Training
  - Target Population Analysis
  - Training Options Analysis
- Conclusions
- Recommendations
- Annexes



# EMPLOYEE PERFORMANCE REVIEW



## Sample feedback forms for employee performance

Performance reviews are often viewed as a necessary evil rather than as a valuable communication tool. Management Employee Satisfaction and Engagement, communication is a primary driver of employee retention and is one of the most pressing human capital challenges.

<https://www.smartsheet.com/performance-review-examples-and-tools>

Employee Information				
Employee Name:	<input type="text"/>	Date:	<input type="text"/>	
Department:	<input type="text"/>	Period of Review:	<input type="text"/>	
Reviewer:	<input type="text"/>	Reviewers Title:	<input type="text"/>	

Performance Evaluation	Excellent	Good	Fair	Poor	
Job Knowledge					
Productivity					
Work Quality					
Technical Skills					
Work Consistency					
Enthusiasm					
Cooperation					
Attitude					
Initiative					
Work Relations					
Creativity					
Punctuality					
Attendance					
Dependability					
Communication Skills					
<b>Overall Rating</b>					

### Format of report findings using MS Word/EXCEL, etc

A performance report is a document that lists down the assessment results of the metrics that are used to quantify and/or qualify sample performance for a specified period of time. Unlike an executive report that is a summary of a longer proposal or document presentation, performance reports collate all the details of an analysis in a single document to provide a comprehensive showcase of results

<https://www.template.net/business/report-templates/performance-report-templates/>



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Module-3

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### Module 3: Manage Marketing Activities

**Objective of the module:** This Competency Standard identifies the competencies required to manage marketing activities. This section is crafted to develop knowledge and skills required to market and sell product/service, promote, place and offer the product /service to the target market along with managing public relations effectively

Duration	200 hours	Theory:	50 hours	Practical:	150 hours
Learning Unit	Learning Outcomes	Learning Elements	Materials Required		
<b>LU1:</b> Manage placement of product / service	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>Identify required channels for product/service placement based on target customer demographics</li> <li>Develop strategy to ensure the availability of product/service to the target customers</li> <li>Develop plan to monitor placement activities and results</li> </ul>	<ul style="list-style-type: none"> <li>Introduction to demographics segmentation</li> <li>Types of distribution channels</li> <li>Understand difference between placement of product and services</li> <li>Gathering Market data about customer needs</li> <li>Customer buying trends</li> <li>Sales turnover</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> <li>MS Office</li> <li>Smartphone</li> <li>Laptop/Computer</li> <li>Smartphone</li> <li>Printer</li> <li>White board</li> <li>Projector screen</li> <li>Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>Multi-color markers</li> <li>Papers</li> <li>Dusters</li> </ul>		
<b>LU2:</b> Organize promotional activities	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>Develop appropriate promotional activities as per marketing budget</li> <li>Develop appropriate marketing material</li> <li>Develop plan to monitor the promotional activities and their results</li> </ul>	<ul style="list-style-type: none"> <li>Communication mix i.e. Promotional plan i.e Personal selling</li> <li>public relationing</li> <li>Sales promotion</li> <li>Publicity etc.</li> <li>Tools to communicate your company brand and messages (Basic graphic designing, posters, flyers, digital content, business cards)</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> <li>MS Office</li> <li>Smartphone</li> <li>Laptop/Computer</li> <li>Smartphone</li> <li>Printer</li> <li>White board</li> <li>Projector screen</li> <li>Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>Multi-color markers</li> </ul>		

		<ul style="list-style-type: none"> <li>• Data collection and tracking tools for customer feedback (questionnaire, interviews, blind test, foot fall)</li> <li>• Monitor the progress (sales reports)</li> <li>• Evaluation of cost and return of investment</li> </ul>	<ul style="list-style-type: none"> <li>• Papers</li> <li>• Dusters</li> </ul>
<b>LU3:</b> Establish sales process	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Develop a sales plan</li> <li>• Develop structure of sales team</li> <li>• Devise mechanism of monitoring sales performance</li> <li>• Devise procedures to record customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Outline of mission and objectives of sales plan</li> <li>• Sales team profile</li> <li>• Sales plan budgets</li> <li>• Define Hierarchy among sales team</li> <li>• Prepare specific job description</li> <li>• Data collection of all sales staff</li> <li>• Professional development of sales team</li> <li>• Comparison between actual performance and goals</li> <li>• Visual dash board preparation (consider every stage of the pipeline)</li> <li>• Customer feedback through questionnaires, surveys , observations, e-mails, on site activities and business website</li> </ul>	<ul style="list-style-type: none"> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> </ul>

<p><b>LU4:</b> Manage public relations</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Develop corporate social responsibility strategy for creating good brand image</li> <li>• Develop mechanism to address feedback of stakeholders</li> <li>• Develop strategy to counteract negative publicity against the brand</li> </ul>	<ul style="list-style-type: none"> <li>• Fundamentals of corporate social responsibility</li> <li>• Identification of your area of contribution towards community</li> <li>• Mutually benefits of relationship between your company and stakeholders</li> <li>• Collaboration with community leaders and public</li> <li>• Formation of feedback collection cell</li> <li>• Constant evaluation of product quality</li> <li>• Problem solving measures (customer relationship management)</li> <li>• Monitor news and social media basic emotional intelligence i.e. positive emotional reactions</li> </ul>	<ul style="list-style-type: none"> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> <li>•</li> </ul>
<p><b>LU5:</b> Prepare proposals and bids</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Collect requirements for proposed work</li> <li>• Identify resources to fulfil requirements of proposed work</li> <li>• Prepare technical proposal for proposed work</li> <li>• Prepare financial proposal for proposed work</li> </ul>	<ul style="list-style-type: none"> <li>• Types of bids (technical and financial)</li> <li>• Terms of reference</li> <li>• Expression of interest</li> <li>• Request for proposal/quotation</li> <li>• PPRA rules</li> <li>• Sources of market information (newspapers, suppliers, competitors), current resources evaluation tools</li> <li>• Elements of technical proposals including abstract/summary,</li> </ul>	<ul style="list-style-type: none"> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> </ul>

		<p>statement of need, project activity, methodology and out come</p> <ul style="list-style-type: none"><li>• Elements of financial proposal (detailed pricing, pricing narrative and detailed cost)</li></ul>	
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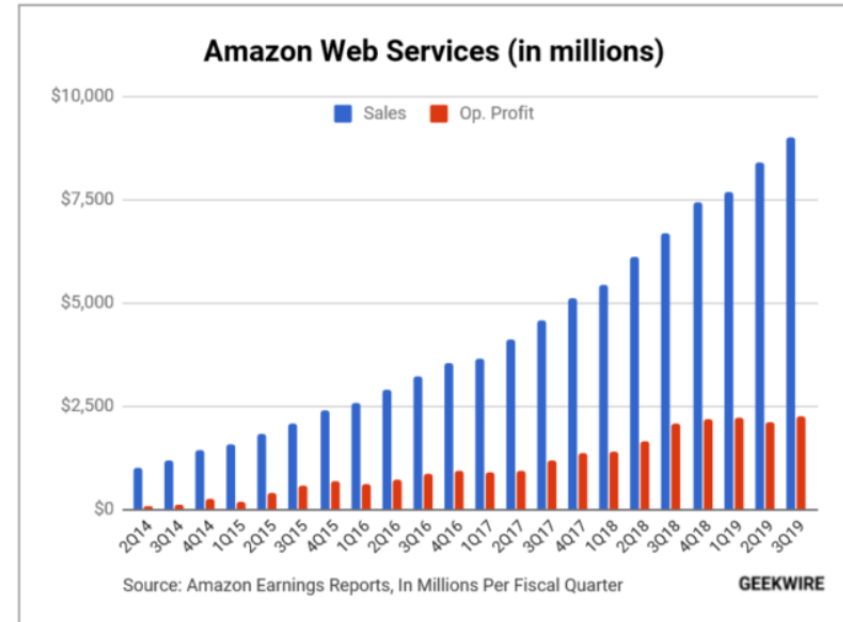


## Examples and illustrations

**Sales turnover** is the total amount of revenue generated by a business during the calculation period. The concept is useful for tracking **sales** levels on a trend line through multiple measurement periods in order to spot meaningful changes in activity levels.

### Reference:

<https://www.geekwire.com/2019/amazon-web-services-growth-slows-missing-analyst-expectations/>



## Marketing Strategies

[https://www.bing.com/images/search?view=detailV2&id=9AD6EAB082EAE635B4038A8B6F313CAE2B93F1E0&thid=OIP.O5uPFkyQYrOONkth8Vi\\_2qHaDa&mediaurl=http%3A%2F%2Fwww.bizible.com%2Fhubfs%2FSiriusDecision%2520Marketing%2520Plan-on-a-Page%2520Templatev2.jpg&exph=972&expw=2113&q=market+strategy+plan&selectedindex=0&ajaxhist=0&vt=0&eim=0,1,3,4,6,8,10](https://www.bing.com/images/search?view=detailV2&id=9AD6EAB082EAE635B4038A8B6F313CAE2B93F1E0&thid=OIP.O5uPFkyQYrOONkth8Vi_2qHaDa&mediaurl=http%3A%2F%2Fwww.bizible.com%2Fhubfs%2FSiriusDecision%2520Marketing%2520Plan-on-a-Page%2520Templatev2.jpg&exph=972&expw=2113&q=market+strategy+plan&selectedindex=0&ajaxhist=0&vt=0&eim=0,1,3,4,6,8,10)

### Reference:

Marketing plan is a tool to strategize the marketing activities for a certain span of time in future.

## The Marketing Plan-on-a-Page Template

Business Objectives	Marketing Priorities	Marketing Goals	Marketing Strategy	Key Actions	Dependencies and Risks
<p><i>What the company wants to achieve</i></p> 	<p><i>The top areas of focus for marketing leadership</i></p> 	<p><i>What marketing will contribute to business objectives</i></p> 	<p><i>The approach marketing takes to achieve its goals</i></p> 	<p><i>How the marketing strategy will be executed</i></p> 	<p><i>What must be addressed for the strategy to work</i></p> 

## Customer buying trends:

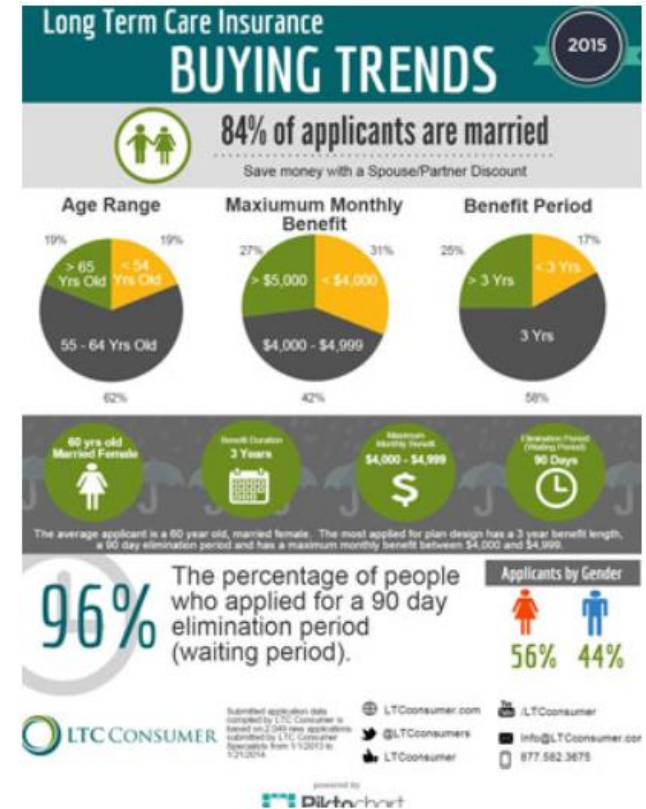
Reference:

<http://ltcconsumer.com/wp-content/uploads/2014/02/guide-cover-buying-trends-2015.jpg>

Habits or behaviors currently prevalent among consumers of goods or services. Consumer trends track more than simply what people buy and how much they spend. Data collected on trends may also include information such as how consumers use a product and how they communicate about a brand with their social network.



## Sample flyer:



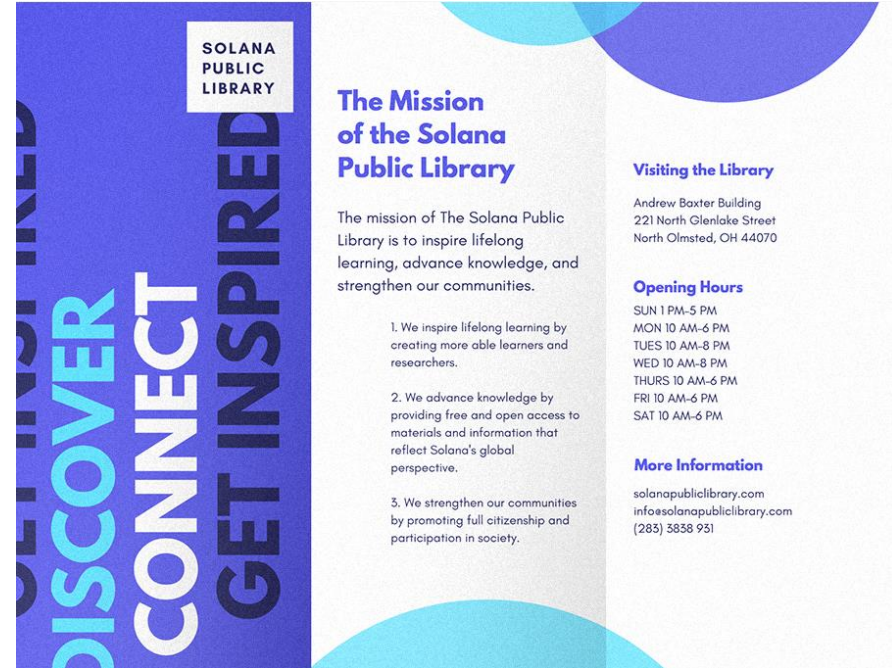
<https://i0.wp.com/www.templatescatalog.com/wp-content/uploads/2019/10/Professional-A4-PSD-Flyer-Templates-2.jpg?fit=1800%2C1200&ssl=1>

A flyer is a small handbill advertising an event or product related to any business.

## Sample Brochure:

<https://about.canva.com/wp-content/uploads/sites/3/2015/01/brochure.png>

A brochure is an informative paper document (often also used for advertising) that can be folded into a template, pamphlet, or leaflet. A brochure can also be a set of related unfolded papers put into a pocket folder or packet.



## Personal Interview

### Sample interview questions

<https://www.thebalancecareers.com/thmb/rMq4Tj0a63vrvKyIRvcW1tdtGc=/950x0/personal-interview-questions-and-sample-answers-2063477-final-5b61fe4e46e0fb0025ddaf73.png>

Most common job interview questions to help you leave a lasting impression and outperform.

What is your greatest strength?

the balance

### Sample vision and Mission statements:

**VISION:** Nestle vision statement is “to be a leading, competitive, Nutrition, Health and Wellness Company delivering improved shareholder value by being a preferred corporate citizen, preferred employer, preferred supplier selling preferred products.” Setting pace and steering others in the right direction is what Nestle is good at based on this statement.

Reference: <https://image.slidesharecdn.com/fortune-global-100-53-100114023720-phpapp02/95/visions-missions-of-fortune-global-100-53-638.jpg?cb=1559051848>



**Nestle**

**Vision:**

To bring consumers foods that are safe, of high quality and provide optimal nutrition to meet physiological needs. In addition to Nutrition, Health and Wellness, Nestlé products bring consumers the vital ingredients of taste and pleasure.

**Mission:**

Make better food so that people live a better life.

### Formula for sales forecast:

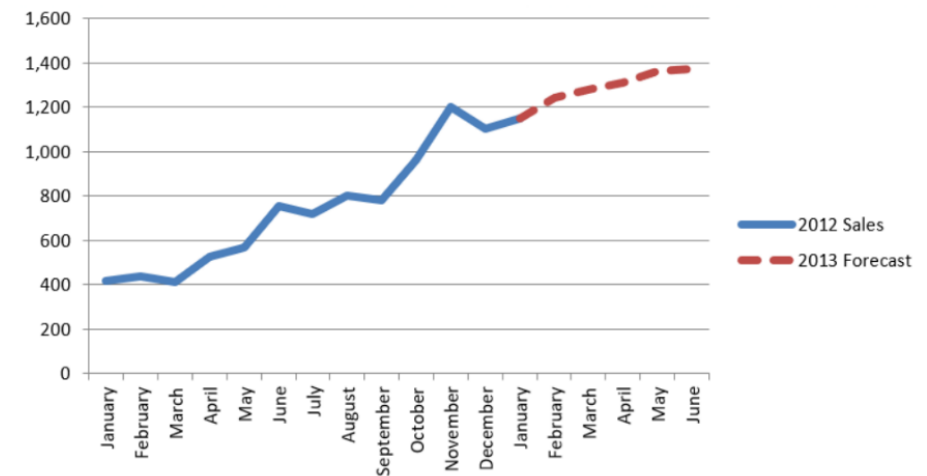
The math for a **sales forecast** is simple. Multiply units times prices to calculate **sales**. For example, unit **sales** of 36 new bicycles in March multiplied by \$500 average revenue per bicycle means an estimated \$18,000 of **sales** for new bicycles for that month.

### Reference:

<https://exceldashboardschool.com/sales-forecast-chart/>

## Sales Forecast Chart

October 26, 2013





## Samples of EOIs

<http://paktender.blogspot.com/2011/02/expression-of-interest.html>

In business writing, an expression of interest (or EOI) is a document usually written by prospective job applicants. Like its name suggests, an expression of interest tells a prospective employer that the writer is interested in the job opening.

# Expression of Interest

**UNICEF** Lahore wishes to solicit applications from interested and eligible INGOs/NGOs/CBOs to participate in a competitive process for the submission of expression of interest in the area of "Child Protection".

Non-profit Development Organizations with good reputation, well established financial and management systems and sound professional background, and legally registered are invited to submit their expression of interest. The expression of interest must include following information;

1. Name of the organization, mission and Vision statements along with major organization goal and objectives
2. Registration number
3. Relevant experience in child protection and details of work
4. Major Donors
5. Audit certificate, if applicable
6. Field of specialization in Development
7. Geographic location/area of operation
8. Key achievements in Child Protection
9. CVs of person(s) holding key positions in organization

After careful assessment of the EOIs, only short listed eligible organizations will be contacted to submit their proposals. Late submission will NOT be entertained. Please submit your sealed expressions marking the envelope with "Expression of Interest for Child Protection" latest by 04 March, 2011 at the below address.




Operations Officer  
House No. 124-C/II, Model Town,  
Lahore. Ph: 042 99230526-31

## Samples of RFQs

<https://www.usaid.gov/vietnam/business-opportunities/rfq-001-18-request-quotation-internet-leased-line-and-data-link-usaidvietnam>

A request for quotation (RFQ) and a request for proposal (RFP) all have different definitions and serve different purposes within the procurement process.

 <b>REQUEST FOR QUOTATION</b>			
<b>A. RFQ No. and Date:</b> Subject:	RFQ 001/18, <b>May 09, 2018</b> Internet Leased-Line and Data-Link for USAID/Vietnam		
<b>B. Issuing Office/Section:</b>	<table border="1"><tr><td><b>Executive Office</b> USAID/Vietnam 18th Fl, Tuongkhing Building 2 Ngo Quyen Street Hanoi, Vietnam</td><td><b>Executive Office</b> USAID-EDMA 25th Fl, Athenee Tower 63 Wireless Road, Bangkok 10330, Thailand</td></tr></table>	<b>Executive Office</b> USAID/Vietnam 18th Fl, Tuongkhing Building 2 Ngo Quyen Street Hanoi, Vietnam	<b>Executive Office</b> USAID-EDMA 25th Fl, Athenee Tower 63 Wireless Road, Bangkok 10330, Thailand
<b>Executive Office</b> USAID/Vietnam 18th Fl, Tuongkhing Building 2 Ngo Quyen Street Hanoi, Vietnam	<b>Executive Office</b> USAID-EDMA 25th Fl, Athenee Tower 63 Wireless Road, Bangkok 10330, Thailand		
<b>C. Closing date for receipt of quotation:</b>	<b>June 06, 2018 (6:00pm Bangkok/Hanoi time)</b>		
<b>D. Type of Award:</b>	Fixed Price – Purchase Order		
<b>E. Basis for Award:</b>	Soliciting competition, evaluation of quotations or offers, award and documentation (FAR Part 13.106)		

**Description of Requirements**

The United States Government, represented by the U.S. Agency for International Development (USAID), invites qualified companies/individuals to submit quotations for the services and equipment specified below. This is to support the operation of USAID Vietnam in Hanoi.

USAID will accept submission of quotations only via email for this procurement by the time specified above with the relevant information. Email submissions shall be sent to the contacts listed in Article IV. **Late submission may be considered at USAID's sole discretion.** The award of a contract hereunder is subject to the availability of funds. Issuance of this RFP does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a quotation.

Please be advised that all interested parties are required to be registered in Dun and Bradstreet and are subject to SAM registration before an award can be made. Information on obtaining the Data Universal Numbering System (DUNS), can be found at this website: <http://fdgpcy.dhb.com/webform>. Officers are also required to register their business on the U.S. Government's System for Award Management (SAM) at [www.sam.gov](http://www.sam.gov). Information on this process for foreign vendors is available [here](http://photos.state.gov/libraries/thailand/391452/gso/thaa_register_instructions.pdf). Prospective officers are encouraged to register in SAM prior to the submittal of quotations.

Any questions regarding this Request for Quotation (RFQ) should be sent to the contacts listed in Article V. Issuance of this RFQ does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of a quotation.

Vendors may offer some or all items (listed in this request) under separate or lump-sum offers. The proposed cost shall include installation charge and freight to USAID Vietnam office in Hanoi, Vietnam.

RFQ-001/18 (Internet leased line and Data Link) - Page 1 | 8

## Samples of Tenders and bids

Reference: <https://www.examples.com/business/tender-notice.html>

### Sample of technical proposal

A tender is a formal request to suppliers to give their price demand for purchase of certain goods/ services. And bids are the actual price supplier demands for providing those goods/ services.

National Legal Services Authority  
12/11 Jam Nagar House, Shahjahan Road,  
New Delhi-110011

F.No. L/39/98-NALSA  
February 16, 2017

### Tender Notice

**Subject: Quotation for printing of NALSA Publications**

Sealed Tenders are invited for printing of the following:

1. Quarterly official Journal titled "NYAYA DEEP", in English/Hindi language (Approx. 6500 copies).
2. Quarterly Legal Services Bulletin in English/Hindi language (Approx. 1500 copies).
3. Training Modules of NALSA English/Hindi language (Approx. 1000 copies).
4. Information booklet/brochure, in English/Hindi language (Approx. 5000 copies).
5. Brochure of NALSA schemes in English/Hindi language (Approx. 5000 copies).
6. Annual Report, in English/Hindi language (Approx. 100 copies).

The aforesaid material/books shall be published as per requirement and as and when the material is ready for publication.

The terms and conditions have been published on the website of this Authority [www.nalsa.gov.in](http://www.nalsa.gov.in)

The aforesaid terms and conditions duly accepted and signed, shall be enclosed with the tenders, in token of acceptance thereof. Sample of the said Journal can be inspected between 11:00 AM to 5:00 PM on any working day in this office.

Sealed Tender with samples of paper and acceptance of terms and conditions should reach to the undersigned on or before 03.03.2017 by 3:00 PM. Tenders received after 3:00 PM on 03.03.2017 will not be accepted. The sealed tenders will be opened at 3:30 PM on 03.03.2017. The successful printer shall execute an agreement on stamp paper as per law, incorporating the terms and conditions.

  
(KAMAL SINGH)  
UNDER SECRETARY

Islamabad, June 9, 2004

#### NOTIFICATION

S.R.O. 432(I)/2004.- In exercise of the powers conferred by section 26 of the Public Procurement Regulatory Authority Ordinance, 2002 (XXII of 2002), the Federal Government is pleased to make the following rules, namely:-

1. **Short title and commencement.-**

- (1) These rules may be called the Public Procurement Rules, 2004.
- (2) They shall come into force at once.

#### GENERAL PROVISIONS

2. **Definitions.-**

- (1) In these rules, unless there is anything repugnant in the subject or context,-
  - (a) "bid" means a tender, or an offer, in response to an invitation, by a person, consultant, firm, company or an organization expressing his or its willingness to undertake a specified task at a price;
  - (b) "bidder" means a person who submits a bid;
  - (c) "competitive bidding" means a procedure leading to the award of a

#### **PPRA rules and acts**

The said **rules** provide a broad regulatory framework for transparent public sector procurements and are applicable to all public sector enterprises at federal level. Adherence to these **rules** promises to **introduce** transparency as well as accountability in procurements in public sector.

**Reference:** <https://www.ppra.org.pk/Rules.asp>



**Corporate Social Responsibility:** (OGDCL, Mobilink, Mezan bank, etc.)  
**OGDCL (Corporate social responsibility) policy:**

Reference: <https://ogdcl.com/sites/default/files/Revised%20CSR%20Policy%20-%202019.pdf>



**OIL & GAS DEVELOPMENT COMPANY LIMITED**  
(CSR DEPARTMENT)



### **REVISED CSR POLICY - 2019**

#### **Vision**

To be leading multinational exploration and production company.

#### **Mission Statement**

To become the leading provider of Oil & Gas to the country by increasing exploration & production both domestically and internationally utilizing all options including strategic alliance.

To continuously realign ourselves to meet the expectations of our stakeholders through best management practices by the use of latest technology and innovations for sustainable growth while being socially responsible.

#### **Core Values**

- Merit
- Team work
- Dedication
- Integrity
- Safety
- Innovation

## Meezan Bank CSR policy:



Meezan Bank believes in creating value for its stakeholders and society simultaneously, in a manner that is integrally linked to its values and the Islamic principle of Ihsan. The Bank recognizes that it is part of the community at large and that there is a strong need to contribute to the society. Throughout 2017, the Bank partnered with various organizations to design and implement initiatives, primarily in the healthcare and education sectors, benefitting the society.

Reference: <https://www.meezanbank.com/csr/>

### Technical proposal sample:

A **technical proposal** is a document where you introduce your product, explain how it can help solve the recipient's issue, identify the company's plan for execution and provide **technical** details of the deal.

**Reference:**



## PROPOSAL WRITING TRAINING MANUAL FOR CBOs AND NGOs

Overall Goal:

To give skills and knowledge of developing a comprehensive proposal

[https://fscluster.org/sites/default/files/documents/5.a\\_proposal\\_writing\\_english.pdf](https://fscluster.org/sites/default/files/documents/5.a_proposal_writing_english.pdf)

### Sample of financial proposal

#### Financial Proposal

A financial proposal is a written report that details the future of a business's economy by addressing its monetary needs and budget. If you're an existing business, this could be changes to your budget or funding for a new project or venture.

## Reference

**FORMAT FOR FINANCIAL BID** (to be submitted in the tenderer's letter head in envelope No. 2)

**Name of work:** Supply of two numbers of brand new high quality flexible rescue training human dummies, as per the technical specifications.

Sl.No.	Description	Weight	Unit Price (in Rs.)	Qty	Total (in Rs)
1	<i>(description of the item i.e. brand, name, model No. etc.)</i>	55-60 Kg		1	
2	<i>(description of the item i.e. brand, name, model No. etc.)</i>	75-80 Kg		1	
Total				2	
Other charges if any (customs duty, taxes, freight, packing & forwarding)					
Grand Total (in figures)					
Grand total (in words)					

**Name & Signature of the Tenderer with office seal**

[http://cial.aero/UserFiles/CIALwebsite/file/Financial%20Bid%20&%20Technical%20Specification\(1\).pdf](http://cial.aero/UserFiles/CIALwebsite/file/Financial%20Bid%20&%20Technical%20Specification(1).pdf)

© TVET SSP

Module-4

# ENTREPRENEURSHIP

**Learner Guide**

National Vocational  
Certificate Level 5

Version 1 - March 2020

## Module 4: Manage Finance

**Objective of the module:** This Competency Standard identifies the competencies required to manage finances. This section is crafted to develop knowledge and skills required to undertake budgeting, financial forecasting and reporting and to allocate and manage resources to achieve the required outputs for the business unit. It includes contributing to financial bids and estimates, allocating funds, managing budgets and reporting on financial activity.

Duration	250 hours	Theory:	60 hours	Practical:	190 hours
Learning Unit	Learning Outcomes	Learning Elements	Materials Required		
<b>LU1: Plan for financial management</b>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Prepare profit and loss statement</li> <li>• Analyse cash flow statement</li> <li>• Assess assets and liabilities</li> <li>• Prepare budget plan for fiscal year</li> <li>• Follow procedures of allocating funds for business operation</li> </ul>	<ul style="list-style-type: none"> <li>• Expenses and sales details</li> <li>• Step by step profit and loss statement preparation</li> <li>• preparing cash flow statement</li> <li>• Basic concepts of Time value of money</li> <li>• Step by step cash flow statement preparation</li> <li>• understanding of current and fixed assets</li> <li>• understanding of elements of equity and liabilities (long term and short term)</li> <li>• Step by step balance sheet preparation</li> <li>• Identification of available financial resources</li> <li>• Step by step budget plan preparation</li> <li>• Calculation of fixed assets and working capital according to size and scope of relevant departments</li> <li>• Budget review techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Templates for profit and loss statement</li> <li>• Templates for cash flow statement</li> <li>• Format of balance sheet</li> <li>• Format for budget plan</li> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul>		

<p><b>LU2:</b> Manage business accounting functions</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Maintain record of financial transactions</li> <li>• Plan for financial contingency</li> <li>• Review financial statements</li> <li>• Devise cost control measures based on financial review</li> </ul>	<ul style="list-style-type: none"> <li>• Filling process of layouts</li> <li>• Types of contingency situations</li> <li>• Contingency plan i.e. Allocation of funds for contingency</li> <li>• Identification of sources for funding in emergency</li> <li>• Financial statement analysis (horizontal and vertical)</li> <li>• Management control techniques for cost cutting i.e. cost tracking and review</li> </ul>	<ul style="list-style-type: none"> <li>• Layouts for financial transactions record</li> <li>• Template for contingency planning</li> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul>
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## Examples and illustrations

### Trail Balance

a statement of all debits and credits in a double-entry account book, with any disagreement indicating an error.

### Reference

PRINTING PLUS Trial Balance January 31, 2019		
Account	Debit	Credit
Cash	\$24,800	
Accounts Receivable	1,200	
Interest Receivable	140	
Supplies	400	
Equipment	3,500	
Accumulated Depreciation: Equipment		\$ 75
Accounts Payable		500
Salaries Payable		1,500
Unearned Revenue		3,400
Common Stock		20,000
Dividends	100	
Interest Revenue		140
Service Revenue		<u>10,100</u>
Supplies Expense	100	
Depreciation Expense: Equipment	75	
Salaries Expense	5,100	
Utility Expense	300	
Total	<u>\$35,715</u>	<u>\$35,715</u>

<https://opentextbc.ca/principlesofaccountingv1openstax/chapter/use-the-ledger-balances-to-prepare-an-adjusted-trial-balance/>



**ABC Company**  
**Profit and Loss Account**  
**For the year ended 31st Dec. ....**

	\$		\$
Gross Loss (Transferred from Trading A/c)	xxxx	Gross Profit (Transferred from Trading A/c)	xxxx
Office and Administration Expenses:		Commission Received	xxxx
Salaries	xxxx	Rent Received	xxxx
Rent, Rates and Taxes	xxxx	Interest received	xxxx
Postage and Telegram	xxxx	Discount received	xxxx
Telephone Charges	xxxx	Discount from Creditors	xxxx
Printing and Stationery	xxxx	Discount on Purchases	xxxx
Office Electricity	xxxx	Dividend Received	xxxx
Insurance	xxxx	Interest on Drawings	xxxx
Legal Charges	xxxx	Reserve for Discount on Creditors	xxxx
Marketing and Selling Expenses		Interest on Renewal of bills	xxxx
Carriage outwards	xxxx	Bad Debts Recovered	xxxx
Freight Outwards	xxxx	Provision for Bad Debts (Cr.)	xxxx
Sales Salaries	xxxx	Royalty Received	xxxx
Advertisement	xxxx	Apprentice Premium	xxxx
Godown Rent	xxxx	Miscellaneous Income	xxxx
Commissions	xxxx	Sundry Income	xxxx
Discount Allowed	xxxx		
Bad Debts	xxxx		
Financial and Other Expenses:			
Bank Charges	xxxx		
Interest	xxxx		
Depreciation	xxxx		
Repairs and Maintenance	xxxx		
Audit Fees	xxxx		
Loss by Theft, Accident and Fire	xxxx		
Miscellaneous and Sundry Expenses	xxxx		
Net Profit Transferred to Capital	xxxx	Net Loss (Transferred to Capital)	xxxx

**John and Co.**  
**Trading and Profit and Loss Account**  
**For the year ended 31st Dec. 2019**

	\$		\$
Opening Stock	20,000	Sales	56,000
Purchases	31,000	Less: Sales Return	1,000
Less: Purchases Return	1,000	Closing Stock	32,000
Carriage Inwards	4,000		
Wages	2,000		
Customs Duty	4,000		
Gross Profit (Transfer to P&L A/c)	27,000		
	87,000		87,000
Salaries	4,000	Gross Profit b/d	27,000
Insurance	1,200	Interest on Investment	2,000
Commission	500		
Discount	300		
Net Profit (Transferred to Capital A/c)	23,000		
	29,000		29,000

## Profit and loss Account

An account in the books of an organization to which incomes and gains are credited and expenses and losses debited, so as to show the net profit or loss over a given period.

a financial statement showing a company's net profit or loss in a given period.

## Reference

<https://www.playaccounting.com/explanation/fa-exp/profit-and-loss-account/>

## Income Statement

The Income Statement is one of a company's core financial statements that show their profit and loss. The P&L statement shows a company's ability to generate sales, manage expenses, and create profits over a period of time.

## Reference

<https://www.basedresume.com/10-multi-step-income-statement-examples/multiple-step-income-statement-definition-explanation-and-example-4/>

**[Company's name]**  
**Income Statement Template**  
**For the period ended Date-Month-Year to Date-Month-Year**

	Amount \$
Sale Revenue	
Cost of Goods Sold	XXXX
Opening Inventories	XXXX
Purchases	XXXX
Closing Inventories	(XXXX)
	<u>(XXXX)</u>
Gross Profits	XXXX
Operating Expenses	
Salaries Expenses	XXXX
Electricity	XXXX
Repair and maintenance	XXXX
Utilities Expenses	XXXX
Gasoline Expenses	XXXX
Bank charged	XXXX
Others operating expenses	XXXX
	<u>(XXXX)</u>
Operating Profits	XXXX
Interest Expenses	<u>(XXXX)</u>
Profit before Tax	XXXX
Taxes	<u>(XXXX)</u>
Net Profit	XXXX

## Balance Sheet

A balance sheet is a statement of the financial position of a business that lists the assets, liabilities, and owner's equity at a particular point in time. In other words, the balance sheet illustrates your business's net worth.

Financial position is the current balances of the recorded assets, liabilities, and equity of an organization. This information is recorded in the balance sheet, which is one of the financial statements

## Reference

<https://www.myaccountingcourse.com/financial-statements/statement-of-financial-position>

**ABC Industries**  
**Balance sheet**  
**As on December 31, 2018**

Equity & Liabilities	Amount	Assets	Amount
	\$		\$
Capital	xxxx	Land & building	xxxx
Reserves	xxxx	Plant and machinery	xxxx
Outstanding expenses	xxxx	Furniture & fixtures	xxxx
Loans	xxxx	Stock	xxxx
Trade creditors	xxxx	Sundry debtors	xxxx
Bill Payable	xxxx	Bills receivable	xxxx
		Other investments	xxxx
		Government securities	xxxx
		Cash at bank	xxxx
		Cash in hand	xxxx
	xxxxxx		xxxxxx

**Paul's Guitar Shop, Inc.**  
**Statement of Financial Position**  
**December 31, 2015**

Assets	
Current Assets	
Cash	32,800
Inventory	39,800
<b>Total Current Assets</b>	<b>72,600</b>
Fixed Assets	
Leasehold Improvements	100,000
Accumulated Depreciation	(2,000)
<b>Total Fixed Assets</b>	<b>98,000</b>
Other Assets	
Trademarks	20,000
Accumulated Amortization	(8,000)
<b>Total Other Assets</b>	<b>12,000</b>
<b>Total Assets</b>	<b>182,600</b>
Liabilities	
Current Liabilities	
Accounts Payable	49,000
Accrued Expenses	1,000
<b>Total Current Liabilities</b>	<b>50,000</b>
Long-term Liabilities	25,000
<b>Total Liabilities</b>	<b>75,000</b>
Owner's Equity	
Owner's Equity	
Common Stock	20,000
Retained Earnings	87,600
<b>Total Owner's Equity</b>	<b>107,600</b>
<b>Total Liabilities and Owner's Equity</b>	<b>182,600</b>

## **CASH FLOW STATEMENT**

A cash flow statement is a financial statement that provides aggregate data regarding all cash inflows a company receives from its ongoing operations and external investment sources. It also includes all cash outflows that pay for business activities and investments during a given period

**Paul's Guitar Shop**  
**Statement of Cash Flows**  
**For the Year Ended December 31, 2015**

Reference:

<https://www.myaccountingcourse.com/financial-statements/cash-flow-statement-direct-method>

### **CASH FLOWS FROM OPERATING ACTIVITIES**

Cash received from customers	\$ 51,300
Cash paid for merchandise	(15,000)
Cash paid to employees	(10,000)
Cash paid for interest	(500)
Cash paid for income taxes	<u>(1,500)</u>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b><u>24,300</u></b>

### **CASH FLOWS FROM INVESTING ACTIVITIES**

Purchase of property and equipment	<u>(101,000)</u>
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b><u>(101,000)</u></b>

### **CASH FLOWS FROM FINANCING ACTIVITIES**

Proceeds from line of credit	-
Payments on line of credit	10,000
Proceeds from long-term debt	99,500
Payments on long-term debt	<u>-</u>
<b>NET CASH PROVIDED (USED) IN FINANCING ACTIVITIES</b>	<b><u>109,500</u></b>
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>32,800</b>

BEGINNING CASH BALANCE	<u>-</u>
<b>ENDING CASH BALANCE</b>	<b><u>\$ 32,800</u></b>

<b>Paul's Guitar Shop</b> <b>Statement of Cash Flows</b> <b>For the Year Ended December 31, 2015</b>	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Net income	\$ 12,950
Adjustments to reconcile net income to net cash provided by operating activities:	
Depreciation on fixed assets	2,000
(Increase) decrease in current assets:	
Accounts receivable	(300)
Inventory	(39,800)
Prepaid expenses	(1,000)
Increase (decrease) in current liabilities:	
Accounts payable	49,000
Accrue expenses and unearned revenues	1,450
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>24,300</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Purchase of property and equipment	<u>(101,000)</u>
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<u>(101,000)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
Proceeds from line of credit	-
Payments on line of credit	10,000
Proceeds from long-term debt	99,500
Payments on long-term debt	-
<b>NET CASH PROVIDED (USED) IN FINANCING ACTIVITIES</b>	<u>109,500</u>
<b>NET INCREASE (DECREASE) IN CASH</b>	32,800
BEGINNING CASH BALANCE	<u>-</u>
<b>ENDING CASH BALANCE</b>	<u>\$ 32,800</u>

## **FIFTH SCHEDULE OF COMPANIES ACT, 2017**

As per the Companies act 2017, the small sized Company and medium sized companies are required to adopt the Fifth Schedule for financial statements. The extract of fifth schedule of companies act 2017 is as below in order to comply with section 225.

### **Reference**

<https://www.secp.gov.pk/document/companies-act-2017/?wpdmdl=28472>

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#### **FIFTH SCHEDULE**

(See section 225)

#### **DISCLOSURE REQUIREMENTS AS TO FINANCIAL STATEMENTS OF NON-LISTED COMPANIES AND THEIR SUBSIDIARIES**

##### **PART I**

##### **GENERAL REQUIREMENTS**

I. The companies other than listed companies and their subsidiaries shall follow the applicable Financial Reporting Framework as defined in Third Schedule, in regards to financial statements as are notified for the purpose in the official Gazette by the Commission, under section 225 of the Companies Act, 2017;

II. The disclosure requirements, as provided in this schedule, are in addition to the disclosure requirements prescribed in applicable Financial Reporting Framework notified by the Commission and shall be made in the notes to the accounts unless specifically required otherwise;

III. In addition to the information expressly required to be disclosed under the Act and this schedule, there shall be added such other information as may be necessary to ensure that required disclosure is not misleading;

IV. Any word or expression used herein but not defined in the Act and/or Fourth Schedule shall have the same meaning as under the applicable Accounting Framework.

V. The following shall be disclosed in the financial statements namely:

1. General information about the company comprising the following:

- (i) geographical location of all business units including mills/plant;
- (ii) the capacity of an industrial unit, actual production and the reasons for shortfall;
- (iii) number of persons employed as on the date of financial statements and average number of employees during the year separately disclosing factory employees; and

(vi) other perquisites and benefits in cash or in kind stating their nature and, where practicable, their approximate money values; and

(vii) amount for any other services rendered.

30. In case of royalties paid to companies/entities/individuals following shall be disclosed:

(i) Name and registered address; and

(ii) Relationship with company or directors, if any.

## Organizational Annual Budget

Annual Budget. A plan for an organization or company's expenditures for a fiscal year. Making an annual budget involves balancing an organization's revenue or income with its expenses

<https://blog.iteam.ru/master-budget-course-posobie-po-razrabotke-modeli-byudzhetrov-kompanii/>

	Q1	Q2	Q3	Q4	Total
<b>Sales Summary</b>					
Summary Information					
Total Northern Region Sales	\$320,920	\$368,292	\$413,733	\$444,020	\$1,546,965
Total Southern Region Sales	\$232,030	\$252,934	\$295,132	\$324,717	\$1,104,813
<b>Total Sales by Region</b>	<b>\$552,950</b>	<b>\$621,225</b>	<b>\$708,866</b>	<b>\$768,737</b>	<b>\$2,651,778</b>
Total Northern Region Sales %	58%	59%	58%	58%	58%
Total Southern Region Sales %	42%	41%	42%	42%	42%
4D Spreadsheet					
4D Spreadsheet	\$149,161	\$154,458	\$156,976	\$179,852	\$640,448
MegaMultiMedia Database	\$403,788	\$466,768	\$551,890	\$588,884	\$2,011,330
<b>Total Sales by Product</b>	<b>\$552,950</b>	<b>\$621,225</b>	<b>\$708,866</b>	<b>\$768,737</b>	<b>\$2,651,778</b>
4D Spreadsheet %	27%	25%	22%	23%	24%
MegaMultiMedia Database %	73%	75%	78%	77%	76%
<b>Income Statement</b>					
Sales Revenue	\$552,950	\$621,225	\$708,866	\$768,737	\$2,651,778
Cost of Goods Sold	\$99,901	\$103,980	\$109,914	\$120,777	\$434,573
<b>Gross Profit</b>	<b>\$453,049</b>	<b>\$517,245</b>	<b>\$598,952</b>	<b>\$647,959</b>	<b>\$2,217,205</b>
Gross Profit %	82%	83%	84%	84%	84%
Selling Expenses					
Selling Expenses	\$172,303	\$175,117	\$178,826	\$356,882	\$883,128
Administrative Expenses	\$145,800	\$145,800	\$145,800	\$139,800	\$577,200
<b>Total Expenses</b>	<b>\$318,103</b>	<b>\$320,917</b>	<b>\$324,626</b>	<b>\$496,682</b>	<b>\$1,460,328</b>
<b>Net Profit</b>	<b>\$134,945</b>	<b>\$196,329</b>	<b>\$274,326</b>	<b>\$151,277</b>	<b>\$756,877</b>
Taxation Expense (35%)	\$47,231	\$68,714	\$96,015	\$52,947	\$264,907
<b>Net Profit After Taxation</b>	<b>\$87,714</b>	<b>\$127,615</b>	<b>\$178,311</b>	<b>\$98,330</b>	<b>\$491,970</b>
NPAT %	16%	21%	25%	13%	19%
<b>Balance Sheet</b>					
<b>Assets</b>					
Total Current Assets	\$297,646	\$475,928	\$719,184	\$588,017	\$588,017
Total Current Liabilities	\$39,346	\$54,104	\$70,640	\$46,112	\$46,112
Net Working Capital	\$258,300	\$421,824	\$648,544	\$541,905	\$541,905
Total Fixed Assets	\$780,200	\$731,800	\$663,400	\$702,800	\$702,800
<b>Net Assets</b>	<b>\$1,038,500</b>	<b>\$1,153,624</b>	<b>\$1,311,944</b>	<b>\$1,244,705</b>	<b>\$1,244,705</b>
<b>Liabilities</b>					
Term loan	\$400,000	\$400,000	\$400,000	\$200,000	\$200,000
Shareholders Funds					
Paid Up Capital	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Retained Earnings	\$188,500	\$303,624	\$461,944	\$594,705	\$594,705
<b>Total Shareholders Funds</b>	<b>\$638,500</b>	<b>\$753,624</b>	<b>\$911,944</b>	<b>\$1,044,705</b>	<b>\$1,044,705</b>
<b>Net Liabilities</b>	<b>\$1,038,500</b>	<b>\$1,153,624</b>	<b>\$1,311,944</b>	<b>\$1,244,705</b>	<b>\$1,244,705</b>
<b>Cash Flow</b>					
Operating Cash Flows	\$83,686	\$191,527	\$235,991	\$110,472	\$621,676
Investing Cash Flows	(\$90,000)	\$0	\$0	(\$110,000)	(\$200,000)
Financing Cash Flows	\$0	\$0	\$0	(\$200,000)	(\$200,000)
<b>Total Cash Flows</b>	<b>(\$6,314)</b>	<b>\$191,527</b>	<b>\$235,991</b>	<b>(\$199,528)</b>	<b>\$221,676</b>

## FINANCIAL CONTINGENCY PLAN

A financial contingency plan refers to your course of action in times of financial crisis. In particular, it should focus on allocating finances and resources. For small and large businesses alike, a financial contingency plan acts as a lifeline when the health of your company is at risk

### Reference

<https://www.slideserve.com/ryu/financial-contingency-plans-managing-risk-during-difficult-economic-times>

## Financial Contingency Plans (Managing Risk During Difficult Economic Times)

YWCA Southwest/Delta Region  
Regional Conference  
January 31, 2009

Presented By Cheryl Black, TANO c 3 Accountant  
Texas Association of Nonprofit Organizations (TANO)



Share



1 / 27





## How to create a financial contingency plan

<https://www.businessbankoftexas.com/business-resource-center/how-to-create-a-financial-contingency-plan>

### STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2018

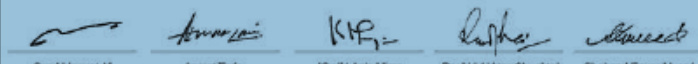

	Note	2018	2017
		Rupees in '000	
<b>ASSETS</b>			
Cash and balances with treasury banks	7	8,871,567	8,413,176
Balances with other banks	8	309,994	218,420
Lendings to financial institutions	9	12,612,156	8,620,649
Investments	10	26,824,993	30,266,735
Advances	11	98,354,002	85,850,715
Fixed assets	12	3,981,271	3,904,845
Intangible assets	13	226,840	241,901
Deferred tax assets	14	3,059,647	3,476,129
Other assets	15	17,337,316	17,631,982
		<b>173,676,786</b>	<b>186,554,532</b>
<b>LIABILITIES</b>			
Bills payable	16	2,866,565	3,192,091
Borrowings	17	18,051,854	35,582,000
Deposits and other accounts	18	132,664,084	110,277,607
Liabilities against assets subject to finance lease	19	2,663	6,880
Subordinated debt	20	1,899,000	2,000,000
Deferred tax liabilities		-	-
Other liabilities	21	3,705,270	2,613,518
		<b>159,290,039</b>	<b>159,673,188</b>
<b>NET ASSETS</b>		<b>14,386,747</b>	<b>13,181,346</b>
<b>REPRESENTED BY</b>			
<b>Shareholders' equity</b>			
Share capital - net	22	23,431,374	23,431,374
Reserves		820,890	554,903
(Deficit) / surplus on revaluation of assets - net of tax	23	(69,297)	59,723
Accumulated loss		(9,797,310)	(10,857,654)
		<b>14,386,747</b>	<b>13,181,346</b>
<b>CONTINGENCIES AND COMMITMENTS</b>	24		



The annexed notes 1 to 50 and annexure I and II form an integral part of these financial statements.

				
Syed Liaquat Ali Chief Financial Officer	Azmat Tariq President & CEO	Khalid Aziz Mirza Director	Rashid Akhtar Chughtai Director	Shahzad Emraz Mirad Director

## Audited Financial Statements

Financial statements that bear the report of independent auditors attesting to the financial statements' fairness and compliance with generally accepted accounting principles or applicable financial reporting framework.

		2018		2017	
		Rupees in '000		Rupees in '000	
	Note				
Mark-up / return / profit / interest earned	26	15,596,213	11,670,271		
Mark-up / return / profit / interest expensed	27	(8,990,735)	(8,184,217)		
<b>Net Mark-up / return / profit / interest income</b>		<b>6,605,478</b>	<b>5,486,054</b>		
<b>NON MARK-UP / INTEREST INCOME</b>					
Fee and commission income	28	1,739,877	1,518,926		
Dividend income	29	2,190	47,811		
Foreign exchange income / (loss)		135,000	(80,636)		
Income from derivatives		214,517	283,576		
(Loss) / gain on securities	30	(83,675)	20,814		
Other income	31	1,388,009	1,185,179		
<b>Total non-markup / interest income</b>		<b>3,414,872</b>	<b>2,943,468</b>		
<b>Total income</b>		<b>10,020,350</b>	<b>8,429,522</b>		
<b>NON MARK-UP/INTEREST EXPENSES</b>					
Operating expenses	32	(6,781,153)	(8,434,457)		
Workers Welfare Fund		(38,303)	(33,000)		
Other charges	33	(95,393)	(21,780)		
<b>Total non-markup / interest expenses</b>		<b>(6,874,849)</b>	<b>(8,469,237)</b>		
<b>Profit before provisions, extra ordinary / unusual item and taxation</b>		<b>3,145,501</b>	<b>1,940,285</b>		
Provisions and write offs - net	34	(1,268,673)	(553,737)		
Extra ordinary / unusual items		-	-		
<b>PROFIT BEFORE TAXATION</b>		<b>1,876,828</b>	<b>1,386,548</b>		
Taxation	35	(546,835)	(251,260)		
<b>PROFIT AFTER TAXATION</b>		<b>1,329,993</b>	<b>1,135,288</b>		
<b>Rupees</b>					
Basic and Diluted Earnings Per Share	36	0.15	0.13		
The annexed notes 1 to 50 and annexure I and II form an integral part of these financial statements.					
					
Syed Liaquat Ali, Chief Financial Officer    Azmat Tariq, President & CEO    Khalid Aziz Mirza, Director    Rashid Akhtar Chughtal, Director    Shahzad Erver Murod, Director					
					

		2018		2017	
		Rupees in '000		Rupees in '000	
	Note				
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>					
Profit before taxation		1,876,828	1,386,548		
Less: Dividend income		(2,190)	(47,811)		
		1,874,638	1,338,737		
<b>Adjustments:</b>					
Depreciation on fixed assets	12.2 & 32	387,741	388,825		
Depreciation on non-banking assets	32	80,351	93,031		
Amortization of intangible assets	13.1 & 32	71,381	88,686		
Amortization of premium on investments - net		181,059	223,147		
Provisions against loans & advances	34	1,455,208	377,007		
Gain on sale of fixed assets	31	(9,714)	(11,316)		
Impairment in the value of investments	34	-	22,723		
Unrealized loss / (gain) on revaluation of investments - held-for-trading	10.1 & 30	2,423	(3,478)		
Share of profit from associate	31	(8,642)	(3,651)		
Gain on sale of non-banking assets acquired in satisfaction of claims	31	(872,008)	(839,180)		
Provision against other assets - net	34	-	239,121		
Reversal against off balance sheet items	34	-	(6,724)		
Write offs against fixed assets	34	2,612	34,765		
		1,300,412	789,948		
		3,175,000	2,137,885		
<b>(Increase) / decrease in operating assets</b>					
Lendings to financial institutions		(3,991,507)	(7,914,077)		
Net investments in held-for-trading securities		(7,428,216)	(2,617,919)		
Advances		(13,958,486)	(2,142,004)		
Other assets (excluding advance taxation)		(421,712)	(3,296,583)		
		(25,799,931)	(13,243,653)		
<b>(Decrease) / increase in operating liabilities</b>					
Bills payable		(328,413)	(803,063)		
Borrowings		(17,830,148)	5,385,288		
Deposits		22,365,277	23,460,364		
Other liabilities (excluding current taxation)		1,070,283	639,871		
		5,586,971	28,708,460		
Income tax paid		(17,822,910)	(4,359,278)		
<b>Net cash flow used in operating activities</b>		<b>(17,302,060)</b>	<b>(4,556,616)</b>		
					
Syed Liaquat Ali, Chief Financial Officer    Azmat Tariq, President & CEO    Khalid Aziz Mirza, Director    Rashid Akhtar Chughtal, Director    Shahzad Erver Murod, Director					
					

## Reference

[https://www.silkbank.com.pk/admin/upload/PDF/AR-2018%20Silkbank%20Single%20Page\(Low\).pdf](https://www.silkbank.com.pk/admin/upload/PDF/AR-2018%20Silkbank%20Single%20Page(Low).pdf)

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Module-5

# ENTREPRENEURSHIP

**Learner Guide**

National Vocational  
Certificate Level 5

Version 1 - March 2020

## Module 5: Manage business performance

**Objective of the module:** This Competency Standard identifies the competencies required to manage business performance. This section is crafted to develop knowledge and skills required to perform against objectives and milestones to optimize the business performance and develop managerial skills in order to manage customer relationships.

**Duration: 260**

**Theory: 55**

**Practical: 205**

Learning Unit	Learning Outcomes	Learning Elements	Materials Required
<b>LU1:</b> Evaluate performance against objectives & Milestones	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>Establish base line for business objectives and goals</li> <li>Develop mechanism to evaluate key performance indicators</li> <li>Devise criteria for adjusting objectives and milestones</li> </ul>	<ul style="list-style-type: none"> <li>MBO (management by objectives) Define base line for business objectives and goals (profit maximization, social benefit, market trends)</li> <li>elaborate SMART OBJECTIVES</li> <li>Types of business KPIs</li> <li>Management control techniques (measuring performance, comparing with goals, taking corrective actions)</li> </ul>	<ul style="list-style-type: none"> <li>Paper</li> <li>Pencil</li> <li>Pen</li> <li>Multimedia</li> <li>Printer</li> <li>PC</li> </ul>
<b>LU2:</b> Optimize business performance	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>Develop procedure to consolidate performance data of business functions</li> <li>Develop mechanism to evaluate functional performance indicators</li> <li>Develop action plan for business process improvement</li> </ul>	<ul style="list-style-type: none"> <li>Developing dash boards which provide at a glance views of key business performance indicators (Gantt chart or other charts like, quality control, customer satisfaction, cost effectiveness and marketing)</li> <li>Develop Obeya chart for bringing helpful visuals, necessary information and vital resources together in one place</li> <li>PDCA (Plan,Do,Check,Act)</li> </ul>	<ul style="list-style-type: none"> <li>Paper</li> <li>Pencil</li> <li>Pen</li> <li>Multimedia</li> <li>Printer</li> <li>PC</li> </ul>

<p><b>LU3: Manage customer relationship</b></p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Document customer expectation</li> <li>• Devise action plan to meet customer expectation</li> <li>• Devise mechanism to monitor customer satisfaction</li> <li>• Identify and communicate rights and responsibilities of customers to the customer as appropriate</li> <li>• Assist customers to evaluate service and/or product options to satisfy their needs</li> <li>• Maintain records of customer interaction in accordance with organizational procedures</li> <li>• Maintain record of business contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Basic CRM (customer relationship management)</li> <li>• Differentiation between quantitative and qualitative data</li> <li>• Explain Data collection techniques (Survey, questionnaire, focus groups, brain storming sessions)</li> <li>• Responding to specific customer needs (marketing orientation)</li> <li>• Basic monitoring and evaluation techniques (select survey medium, analyse survey data, make adjustments and repeat for improvements)</li> <li>• Elaborate and Enlist the customer rights and responsibilities (consumer protection laws)</li> <li>• basic understanding of customer retention and satisfaction</li> <li>• Customer response recording keeping techniques</li> <li>• Basic record management for</li> <li>• telephonic contacts, e-mails, old purchase data, preferences etc</li> </ul>	
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## Samples and Illustrations:

- **Sample examples of smart objectives.**

Business goals usually involve an entire organization and can include items like budgets, customer lists, vendors, and service or product management. Pulling it all together can be challenging, but it's worth it if you can learn how to implement SMART goals (S=specific, M=measurable, A=achievable, R=relevant, and T=time-bound)

<https://fitsmallbusiness.com/smart-goals->

- **Examples of KPI**

A performance indicator or key performance indicator is a type of performance measurement. KPIs evaluate the success of an organization or of a particular activity in which it engages

<https://www.klipfolio.com/resources/kpi-examples>

**What Is a SMART Goal?**

- S Specific:** Ask the five W's: who, what, why, where and which.
- M Measurable:** Be able to track your progress.
- A Achievable:** Make your goal ambitious, but not outrageous.
- R Relevant:** Ensure that your goal is relevant to the company's vision.
- T Time-Related:** Nothing gets done quickly without a deadline.



## LU2: Optimize business performance

- Examples of Dash Boards

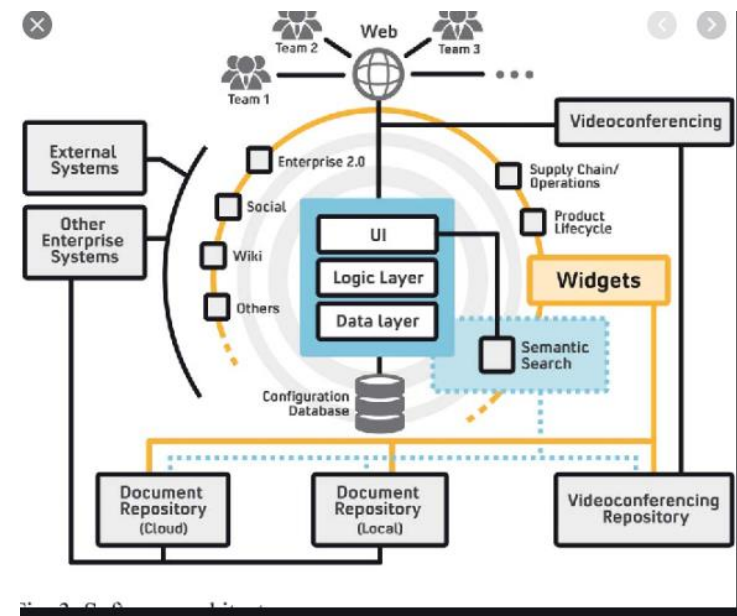
<https://www.geckoboard.com/dashboard-examples/>



- Examples of filled obeya chart.

“obeya” is a concept you may want to add to your repertoire. Analogies have been drawn between an obeya and the bridge of a ship, or a war room and even a brain, but the straightforward definition is much simpler.

<https://www.industryweek.com/operations/continuous-improvement/article/21987518/obeya-the-brain-of-the-lean-enterprise>





## LU3: Manage customer relationship

### Data Collection Techniques

Data is one of the most valuable resources today's businesses have. The more information you have about your customers, the better you can understand their interests, wants and needs. This enhanced understanding helps you meet and exceed your customers' expectations and allows you to create messaging and products that appeal to them.

<https://www.lotame.com/what-are-the-methods-of-data-collection/>

### Customer Interaction Format Sheets

A great way to jack up the sales of your company is by making your communications more efficient with your current and potential customers. You can achieve this goal by creating a CRM Excel template

<http://templatelab.com/crm-templates/>

## Steps in Customer Relationship Management

- Identify the firm's customers – using standard data collection techniques and the firm's database
- Differentiate customers in terms of their needs and their value to the selling company
  - Lifetime value of the customer
  - Share of customer
- Interact with customers in ways that improve the cost efficiency and the effectiveness of these contacts
- Customize some aspects of the goods and services being offered to the customer

WBS	Task Name	Priority	Resource	Start	Finish	Duration	Percent Complete
> 1	Architectural Design	NORMAL	Adam	Mon 02-Dec-19	Mon 09-Dec-19	6	100%
> 1.1	Create draft of architecture	NORMAL	Adam	Mon 02-Dec-19	Wed 04-Dec-19	3	100%
> 1.1.1	Prepare construction documents	NORMAL	Matthew	Mon 02-Dec-19	Wed 04-Dec-19	3	100%
> 1.2	Agreement to architectural plan	NORMAL	Adam	Thu 05-Dec-19	Fri 06-Dec-19	2	100%
> 1.3	Sign agreement with Client	HIGH	Adam	Mon 09-Dec-19	Mon 09-Dec-19	1	100%
> 2	Construction Phase	NORMAL	Adam	Tue 10-Dec-19	Thu 26-Dec-19	19	70%



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Module-6

# ENTREPRENEURSHIP

**Learner Guide**

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Version 1 - March 2020

## Module 6: Comply to Business Regulations

**Objective of the module:** This Competency Standard identifies the competencies required to comply with business regulations. This section is crafted to develop knowledge and skills required to comply with laws, regulations, policies, procedures, subscribed standards and customer compliance requirements

Duration: 150		Theory: 31	Practical: 119
Learning Unit	Learning Outcomes	Learning Elements	Materials Required
<b>LU1:</b> Comply with relevant laws, policies and regulations	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Prepare inventory of statutory laws regarding business operations</li> <li>• Develop Policy and Procedure to ensure regulatory compliance</li> <li>• Develop plan to communicate compliance policy and procedures within the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Industry specific regulatory bodies (Govt regulatory bodies)</li> <li>• licenses, labor laws (minimum wage, insurance, HSE)</li> <li>• tax law</li> <li>• truthful advertising</li> <li>• Guidelines of Securities and exchange commission of Pakistan</li> <li>• contents of compliance policy in accordance with regulations</li> <li>• Importance of conducting awareness sessions and effective meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Paper</li> <li>• Pencil</li> <li>• Pen</li> <li>• Multimedia</li> <li>• Printer</li> <li>• PC</li> </ul>
<b>LU2:</b> Fulfill customers' compliance requirement	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Document customer compliance requirements</li> <li>• Develop procedures to ensure compliance to customer requirements</li> <li>• Develop plan to communicate customer requirements within the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Importance of customer compliance</li> <li>• Develop a document of customer compliance (customer identity)</li> <li>• Steps to monitor operations (engage your employees, collect relevant data, analyze all collected information through survey, focus groups, employee feedback, customer service training)</li> </ul>	<ul style="list-style-type: none"> <li>• Paper</li> <li>• Pencil</li> <li>• Pen</li> <li>• Multimedia</li> <li>• Printer</li> <li>• PC</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop mechanism to monitor operations based on customer requirements</li> </ul>		
<p><b>LU3:</b> Comply with subscribed standards</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Prepare inventory of subscribed standards and their requirements</li> <li>• Develop procedure to ensure compliance to requirements of the standard</li> <li>• Develop mechanism to monitor operations based on standard compliance requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of different industry relevant standards</li> <li>• Importance of establishing and adopting written policies, procedures and standards of conduct</li> <li>• Implementation a monitoring and auditing system</li> </ul>	<ul style="list-style-type: none"> <li>• Paper</li> <li>• Pencil</li> <li>• Pen</li> <li>• Multimedia</li> <li>• Printer</li> <li>• PC</li> </ul>

## Examples and illustrations

### Labor Laws

It is about the labor laws implemented by the Federal and Provincial governments for the companies and the industries.

<https://www.pim.com.pk/wp-content/uploads/2017/08/Laborlaw.png>



### HSE Laws

The HSE labors are not legislated but however the HSE policies are being made by the Federal Government of Pakistan at Workplace.

[https://www.nextstepbeauty.co.uk/wp-content/uploads/2012/12/Health\\_Safety\\_beauty\\_salons.gif](https://www.nextstepbeauty.co.uk/wp-content/uploads/2012/12/Health_Safety_beauty_salons.gif)



## Illustration and Examples

Sample Customer Compliance report

<https://www.template.net/business/report-templates/compliance-report-template/>

A compliance report template is usually associated with a regular to-do list. The only slight difference is that compliance reports are more complex in their content.

ANNEX 3-1

**PRO-FORMA PROPONENT COMPLIANCE MONITORING REPORT (CMR): Semi-annual Module 5 of SMR**

\_\_\_\_\_  
PROponent's NAME

MONITORING PERIOD COVERED: \_\_\_\_\_

**I. BASIC PROJECT INFORMATION AND UPDATES**

ECC Control No/REFERENCE Code No: \_\_\_\_\_  
 Project Title: \_\_\_\_\_  
 Project Type: \_\_\_\_\_  
 Location: \_\_\_\_\_  
 Project Coordinates: \_\_\_\_\_  
 Project Stage/Phase: (i.e. construction, commissioning, etc.) \_\_\_\_\_  
 Contact Person: \_\_\_\_\_  
 EMP Approval:  During ECC Application Stage  
 Updated after ECC Issuance; approved on \_\_\_\_\_  
 Changes in Project Design (if any): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**II. EXECUTIVE SUMMARY**

This section should include a summary of the major findings for the monitoring period. For example, a statement that there were no major activities that influenced the monitoring parameters during the monitoring period can be made if there were really no activities by the proponent that affected the monitored parameters.

**Table II-1. Summary of Major Findings for the Monitoring Period**

Condition / Requirement / Commitment	Compliance Status & Summary of Actions taken	Recommendations/Commitment for the next reporting
Compliance with ECC		
Compliance with EMP		
Implementation of appropriate & effective env'tal impact remedial actions in case of exceedances		
Compliance Management		
Realistic and sufficient budget for conducting the environmental monitoring and audit activities		
Accountability - qualified personnel are charged with the routine monitoring of the project activities in terms of education, training, knowledge and experience of the environmental team		
Others		

**III. RESULTS AND DISCUSSIONS**

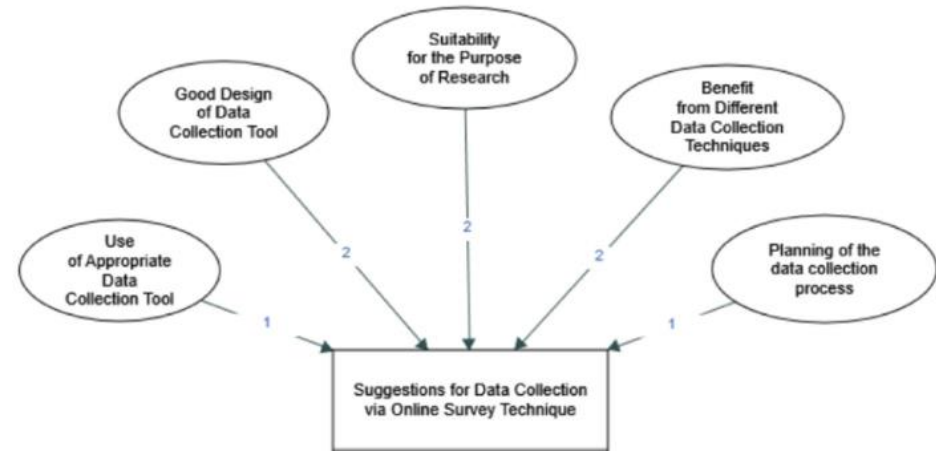
**A. Compliance Monitoring**

The status of compliance to the ECC conditionalities and the attainment of EMP commitments should be elaborated in this section. Reasons for noncompliance or unmet commitment should be explained and solutions and measures to attain full compliance of ECC terms and conditions as well as satisfactory attainment of EMP commitments should be discussed as renewed efforts for the next monitoring period. Table 1 may be used to summarize the status of compliance.

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## Techniques of data Collection

**Data collection techniques** include interviews, observations (direct and participant), questionnaires, and relevant documents.



[https://www.researchgate.net/publication/325846997\\_METHODS\\_OF\\_DATA\\_COLLECTION](https://www.researchgate.net/publication/325846997_METHODS_OF_DATA_COLLECTION)

- **Prescribed Standards (SECP, ISO standards)**

The ISO 9000 family of quality management systems is a set of standards that helps organizations ensure they meet customers and other stakeholder needs within statutory and regulatory requirements related to a product or service.

<https://asq.org/quality-resources/iso-9000>

Rules and regulations (if any) by Provincial and Federal Govt. on prescribed Formats

<https://www.psx.com.pk/psx/themes/psx/documents/legal-framework/SECP/regulations/public-offering-regu-017/PublicOfferingRegulations2017.pdf>

## The ISO 9000 Family

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- ISO 9000 is a family of standards for quality management systems
- Originated in manufacturing, they are now employed across a wide range of other types of organizations
- Some of the requirements in ISO 9001 (which is one of the standards in the ISO 9000 family) include
  - a set of procedures that cover all key processes in the business;
  - monitoring processes to ensure they are effective;
  - keeping adequate records;
  - checking output for defects, with appropriate corrective action where necessary;
  - regularly reviewing individual processes and the quality system itself for effectiveness; and
  - facilitating continual improvement

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Module-7

# ENTREPRENEURSHIP

**Learner Guide**

National Vocational  
Certificate Level 5

Version 1 - March 2020



## Module 7: Mitigate Risks to Business

Objective of the module:

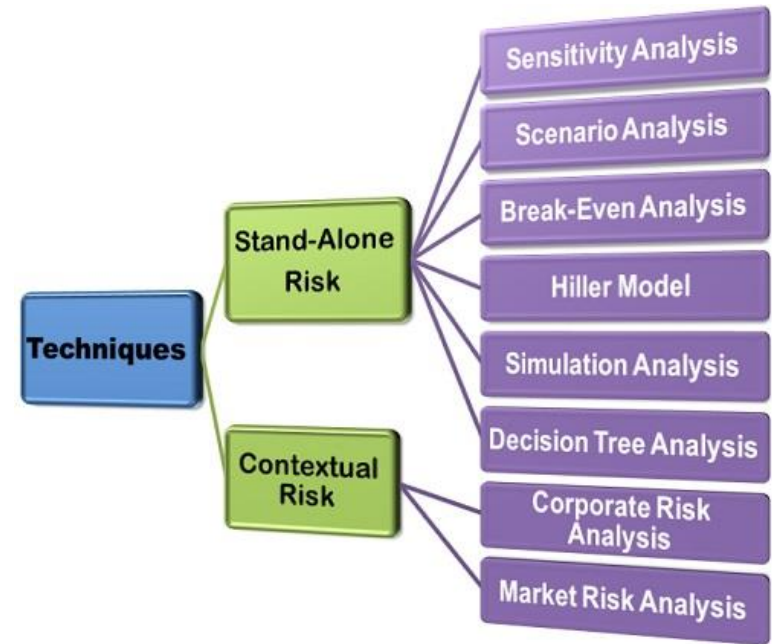
Duration	170 hours	Theory:	30 hours	Practical:	140 hours
Learning Unit	Learning Outcomes	Learning Elements	Materials Required		
<b>LU1:</b> Assess the risks	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>Identify the types of risks</li> <li>Calculate the impacts of risks</li> <li>Analyse the limits of present risks</li> </ul>	<ul style="list-style-type: none"> <li>Risk identification techniques i.e., Brainstorming, Checklists, Assumption Analysis etc.</li> <li>Learn Risk analysis techniques</li> </ul>	<ul style="list-style-type: none"> <li>Internet</li> <li>MS Office</li> <li>Smartphone</li> <li>Laptop/Computer</li> <li>Smartphone</li> <li>Printer</li> <li>White board</li> <li>Projector screen</li> <li>Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>Multi-color markers</li> <li>Papers</li> <li>Dusters</li> </ul>		
<b>LU2:</b> Select risk mitigation actions	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>Forecast risk consequences</li> <li>Evaluate risk mitigation action</li> <li>Devise procedure to minimize risks</li> </ul>	<ul style="list-style-type: none"> <li><b>PESTLE</b> i.e. Right Forecasting Technique</li> <li>Learn Risk mitigation techniques</li> <li>4 techniques of minimizing risks</li> </ul>	<ul style="list-style-type: none"> <li>Templates of PESTLE analysis</li> <li>Internet</li> <li>MS Office</li> <li>Smartphone</li> <li>Laptop/Computer</li> <li>Smartphone</li> <li>Printer</li> <li>White board</li> <li>Projector screen</li> <li>Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>Multi-color markers</li> <li>Papers</li> <li>Dusters</li> </ul>		

<p><b>LU3:</b> Establish risk monitoring procedures</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Identify parameters for risk monitoring</li> <li>• Establish risk reporting mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Various risk parameters and how to measure them</li> <li>• Understand KPIs for risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Samples for risk dashboard i.e. graphical presentation of the organizations key risk measures</li> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> </ul>
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**Examples and Illustrations:**

<https://businessjargons.com/wp-content/uploads/2015/12/Techniques-of-risk-analysis.jpg>

Five of the most useful Qualitative Risk Analysis techniques applied in project management.



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Module-8

# ENTREPRENEURSHIP

**Learner Guide**

National Vocational  
Certificate Level 5

Version 1 - March 2020

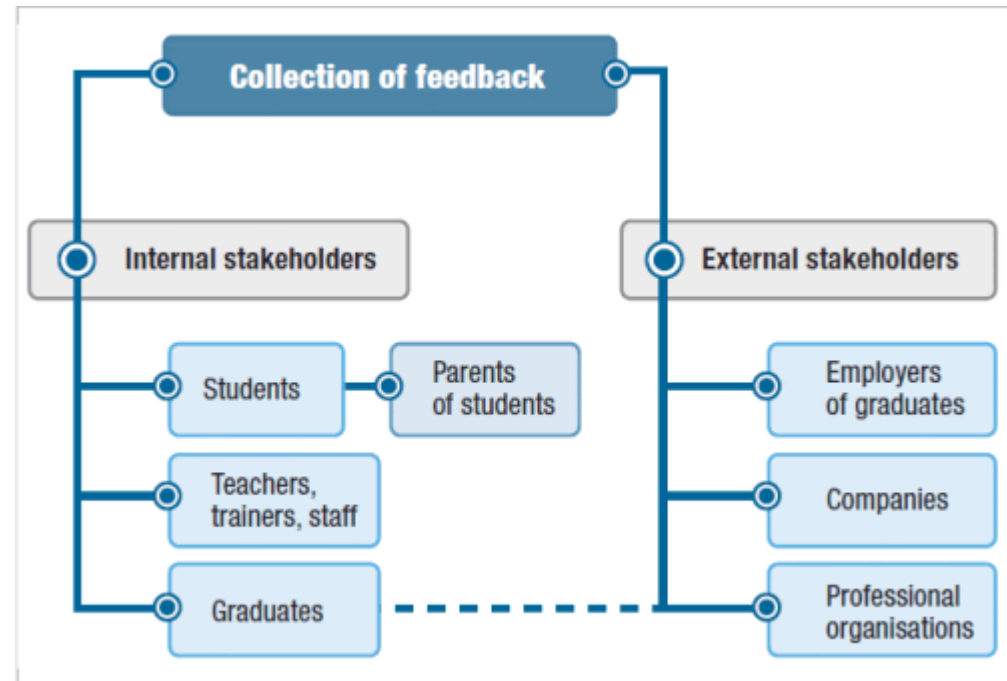
## Module 8: Manage stakeholders

Objective of the module:

Duration	170 hours	Theory:	50 hours	Practical:	120 hours
Learning Unit	Learning Outcomes	Learning Elements	Materials Required		
<b>LU1:</b> Evaluate expectations and needs of stakeholder	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Categorize the stakeholders as per business interests</li> <li>• Identify the needs &amp; expectations of stakeholders from business</li> <li>• Identify business processes that fulfil the needs and expectations of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Categories of stakeholders.</li> <li>• Expectations of external stakeholders (satisfaction, benefits, warranty, services, debt payment schedules etc.)</li> <li>• Expectation of internal stakeholders (Business Owner, CEO, BOD, Employees)</li> <li>• Fundamentals and best practices of business operations</li> </ul>	<ul style="list-style-type: none"> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> </ul>		
<b>LU2:</b> Assign roles and responsibility	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Devise a plan for hierarchy of internal stakeholders</li> <li>• Define the roles and responsibilities of internal stakeholders in business</li> </ul>	<ul style="list-style-type: none"> <li>• Essential departments for a business</li> <li>• Types of business hierarchy</li> <li>• Roles and responsibilities of departments</li> </ul>	<ul style="list-style-type: none"> <li>• Template for roles and responsibility</li> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> </ul>		

<p><b>LU3:</b> Develop standard operating procedures to manage stakeholders</p>	<p><b>The trainee will be able to:</b></p> <ul style="list-style-type: none"> <li>• Prepare agreements for stakeholders</li> <li>• Carry out periodic evaluation as per agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Contract and agreement drafting i.e. for suppliers, employees, customers, financiers</li> <li>• Importance of devising written agreements</li> <li>• Processes of taking internal and external feedback including interviews, meetings, vis emails, performas, questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>• Template for standard contract for supplies, employees</li> <li>• Internet</li> <li>• MS Office</li> <li>• Smartphone</li> <li>• Laptop/Computer</li> <li>• Smartphone</li> <li>• Printer</li> <li>• White board</li> <li>• Projector screen</li> <li>• Multimedia projector</li> </ul> <p><b>Consumables:</b></p> <ul style="list-style-type: none"> <li>• Multi-color markers</li> <li>• Papers</li> <li>• Dusters</li> </ul>
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## Samples and Illustrations



[https://lh4.googleusercontent.com/proxy/RycwTiJhoSRilSdFERUMzrDUYTaqcuhve1m9HzoW4Z0b\\_q4zD4Ad64UpjO1IV9Xz9ds0NyGU3XC8-59Kjfdx-oQ\\_3UgTs-B\\_-XyjoVN4telOuEyraLHqVMz8iJB5kP14\\_qtcO9pKBHRysGs4qVlPvBjvzgwVvrohXxH0vUrnD6xQrHCKUyv6gTuKmjTRiJgtwNfJr6thF4tNEGU\\_q9xDfU](https://lh4.googleusercontent.com/proxy/RycwTiJhoSRilSdFERUMzrDUYTaqcuhve1m9HzoW4Z0b_q4zD4Ad64UpjO1IV9Xz9ds0NyGU3XC8-59Kjfdx-oQ_3UgTs-B_-XyjoVN4telOuEyraLHqVMz8iJB5kP14_qtcO9pKBHRysGs4qVlPvBjvzgwVvrohXxH0vUrnD6xQrHCKUyv6gTuKmjTRiJgtwNfJr6thF4tNEGU_q9xDfU)

Internal feedback represents the “pulse” of what's going on in your company at the moment you capture the feedback, while external reviews give a wholistic snapshot of your company from both former and current employees in a way that the general public – and especially job seekers.

### Test Yourself (Multiple Choice Questions)

NOTE: Highlighted answer is the correct answer			
MODULE 2: Manage Human Resources			
<b>Question 1</b>	Performance appraisal is a vital tool for strategy execution because it does all of the following except:	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Signals to managers and employees what is really important <b>Monitors employee skill development</b> It fixes accountability for behaviour and results It provides ways to measure what is important
<b>Question 2</b>	The effectiveness of pay as a motivator depends on:	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	<b>The ability to measure and identify individual performance</b> The amount of pay given in return for performance The employee's perception of the value of monetary rewards The equity of pay and performance
<b>Question 3</b>	Peer evaluation is being used increasingly by organisations employing:	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	A diverse workforce <b>Total quality management concepts</b> Participative management practices Both (a) and (c)
<b>Question 4</b>	The evaluation of employee performance is most commonly done by:	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Peers Customers <b>Immediate supervisors</b> Human resource managers
<b>Question 5</b>	A benefit of upward appraisal is:	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Information may be limited The authority of some managers might be undermined <b>Enhanced employee job satisfaction</b> More accurate feedback is provided



**NOTE: Highlighted answer is the correct answer**

**MODULE 3: Manage Marketing Activities**

<p><b>Question 1</b></p>	<p>Another name for a company's marketing communications mix is:</p>	<p><b>A</b> <b>B</b> <b>C</b> <b>D</b></p>	<p>The advertising program. The sales force. The image mix. <b>The promotion mix.</b></p>
<p><b>Question 2</b></p>	<p>Which tool of the promotional mix is defined as any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor?</p>	<p><b>A</b> <b>B</b> <b>C</b> <b>D</b></p>	<p><b>Advertising</b> Public relations Direct marketing Sales promotion</p>
<p><b>Question 3</b></p>	<p>The _____ is the specific mix of advertising, personal selling, sales promotion, public relations, and direct marketing tools that the company uses to pursue its advertising and marketing objectives.</p>	<p><b>A</b> <b>B</b> <b>C</b> <b>D</b></p>	<p>Value mix Integrated dealer mix <b>Marketing communications mix</b> Marketing control mix</p>
<p><b>Question 4</b></p>	<p>Which tool of the promotional mix consists of short-term incentives to encourage the purchase or sale of a product or service?</p>	<p><b>A</b> <b>B</b> <b>C</b> <b>D</b></p>	<p>Advertising Public relations Direct marketing <b>Sales promotion</b></p>
<p><b>Question 5</b></p>	<p>If a company wants to build a good "corporate image," it will probably use which of the following marketing communications mix tools?</p>	<p><b>A</b> <b>B</b> <b>C</b> <b>D</b></p>	<p>Advertising Public relations <b>Direct marketing</b> Sales promotion</p>

**NOTE: Highlighted answer is the correct answer**

**Module 4: Manage Finance**

<b>Question 1</b>	Trial balance is prepared to check accuracy of _____?	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Balance sheet balances <b>Ledger accounts balances</b> Income statement balances Cash flow statement balances
<b>Question 2</b>	Building and furniture are called _____?	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Current asset Fictitious asset Tangible asset <b>Fixed assets</b>
<b>Question 3</b>	Cash flow from assets involves which of the following component(s)?	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Operating cash flow Capital spending Change in net working capital <b>All of the given options</b>
<b>Question 4</b>	_____ is concerned with the acquisition, financing, and management of assets with some overall goal in mind.	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	<b>Financial management</b> Profit maximization Agency theory Social responsibility
<b>Question 5</b>	Which method does not consider the time value of money	<b>A</b> <b>B</b> <b>C</b> <b>D</b>	Net present value Internal Rate of Return <b>Return on Capital employed</b> Discounted Payback Period

**NOTE: Highlighted answer is the correct answer**

**MODULE 5: Manage business performance**

<b>Question 1</b>	The law is either Private Law or -----	A B C D	<b>Public</b> Local Family Corporate
<b>Question 2</b>	How many parties are there to a promissory note	A B C D	One Party Two Parties Three Parties <b>Four Parties</b>
<b>Question 3</b>	Public Law is divided into ----- categories	A B C D	Two Three <b>Four</b> None of these
<b>Question 4</b>	Public Law includes ----- Law	A B C D	Administrative Constitution Criminal <b>All of these</b>
<b>Question 5</b>	Is Voidable contract?	A B C D	Partly Valid Agreement An illegal agreement <b>All of the above</b> None of the above

**NOTE: Highlighted answer is the correct answer**

**MODULE 6: Comply to Business Regulations**

<b>Question 1</b>	The law is either Private Law or -----	A B C D	<b>Public</b> Local Family Corporate
<b>Question 2</b>	How many parties are there to a promissory note	A B C D	One Party Two Parties Three Parties <b>Four Parties</b>
<b>Question 3</b>	Public Law is divided into ----- categories	A B C D	Two Three <b>Four</b> None of these
<b>Question 4</b>	Public Law includes ----- Law	A B C D	Administrative Constitution Criminal <b>All of these</b>
<b>Question 5</b>	Is Voidable contract?	A B C D	Partly Valid Agreement An illegal agreement <b>All of the above</b> None of the above

**NOTE: Highlighted answer is the correct answer**

**MODULE 7: Mitigate Risks to Business**

<b>Question 1</b>	What is risk?	<b>A</b> <b>Negative consequence that could occur</b> <b>B</b> Negative consequence that will occur <b>C</b> Negative consequence that must occur <b>D</b> Negative consequence that shall occur
<b>Question 2</b>	In the process of the risk management what should be consider before talking the decision of risk	<b>A</b> Risk Assessment <b>B</b> <b>Risk Identification</b> <b>C</b> Risk Retention <b>D</b> Risk Transfer
<b>Question 3</b>	If the decision maker's information is not so complete, then the decision making is under the conditions of	<b>A</b> Risk <b>B</b> Failure <b>C</b> <b>Uncertainty</b> <b>D</b> Minimum Cost
<b>Question 4</b>	What are the six elements of PESTLE?	<b>A</b> Peace, Elements, Search, Tape, Legal, and Environment <b>B</b> Power, Environment, Science, Teaching, Legal, and Education <b>C</b> Paper, Element, Savings, Trust, Labels, and Entry <b>D</b> <b>Political, Economic, Social, Technological, Legal, and Environmental</b>
<b>Question 5</b>	Which of the following is not a risk mitigation technique?	<b>A</b> Accept <b>B</b> Avoid <b>C</b> Transfer <b>D</b> <b>Enhance</b>

**NOTE: Highlighted answer is the correct answer**

**MODULE 8: Manage stakeholders**

<b>Question 1</b>	Which of the following includes in the definition of Stakeholders:	<b>A</b> Shareholders <b>B</b> Creditors and customs <b>C</b> Employees and suppliers <b>D</b> <b>All of Them</b>
<b>Question 2</b>	Which stakeholder is most interested in profit?	<b>A</b> Staff <b>B</b> Customers <b>C</b> <b>Owners</b> <b>D</b> Supplier
<b>Question 3</b>	Who is an internal stakeholder?	<b>A</b> Customer <b>B</b> Supplier <b>C</b> <b>Worker</b> <b>D</b> Government
<b>Question 4</b>	What objectives do different groups of stakeholders have?	<b>A</b> <b>Different objectives</b> <b>B</b> No objectives <b>C</b> Identical objectives <b>D</b> Similar objectives
<b>Question 5</b>	Which of the following best defines the term 'stakeholder'?	<b>A</b> Anyone with shares in a company <b>B</b> <b>Anyone with an interest in an organisation</b> <b>C</b> <b>D</b> Anyone who owns a business None of above

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