



Dairy production

Level-II

Learning Guide-65

Unit of Competence: Develop Business practices

Module Title: Developing Business practices

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**LO1: Identify business opportunities
and business skills**

Instruction Sheet

Learning Guide # 65

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Elaborating the concept of paradigm shift, divergent thinking and Methods
- Conducting market research and identifying business opportunities based on an understanding of market demand and value chain opportunities
- Assessing feasibility on business skills and personal attributes
- Elaborating how problems can be pivotal source of business opportunity
- Discussing assistance sought with feasibility study of specialist and relevant parties.
- Evaluating Impact of emerging or changing technology, including e- commerce
- Assessing practicability of business opportunity
- Developing business model

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- ✚ Elaborate the concept of paradigm shift, divergent thinking and Methods
- ✚ Conduct market research and identifying business opportunities based on an understand of market demand and value chain opportunities
- ✚ Assess feasibility on business skills and personal attributes
- ✚ Elaborate how problems can be pivotal source of business opportunity
- ✚ Discuss assistance sought with feasibility study of *specialist and relevant parties*.
- ✚ Evaluate Impact of emerging or changing technology,
- ✚ Assess practicability of business opportunity
- ✚ Develop business model

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 7.
3. Read the information written in the information “Sheet 1, Sheet 2, Sheet 3 Sheet 4, Sheet 5, Sheet 6, sheet 7and Sheet 8.
4. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4, Self-check 5, Self-check 6, Self-check 7 and Self-check 8” **in page -6, 9, 14, 18,21,24,27 and 37** respectively.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1 and Operation Sheet 2” **in page -36.**
6. Do the “LAP test” **in page – 37** (if you are ready).
7. Then processed to the next learning guide

Information Sheet-1	Elaborating the concept of paradigm shift, divergent thinking and Methods
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1.1. The concept of paradigm shift

The word, '**Paradigm**' refers to the commonly accepted theories, values and practices that constitute, normal ways of doing within any particular activity. It is a set of assumption within which a particular business operates. Paradigm shift requires a change from one way of thinking to another. It's a revolution and a transformation from basic understanding to the deeper understanding of everything.

Based on the set of rules and regulations (written or unwritten) applied in a society, there exists established or defined boundaries and ways how to behave inside the boundaries in order to be successful. Paradigm serves to define what should be done, the ways of doing it, and what rules should be followed in conducting activities.

When differences or inconsistencies arise within a given paradigm and present problems that we are unable to solve within a given paradigm, our view of the reality must change. We must take on new assumptions and expectations that will transform our theories, traditions, rules, and standards of practice. In doing business activities, people do business in a similar way which leads to the introduction of the same way of doing business. But if we want to be more successful we need a paradigm shift of the way of doing the business. Applying different production method, making change on the marketing methods and all the ways of doing business. This requires divergent thinking. Divergent thinking requires changing the routine activities with different out looks through identifying new ideas and outlook. Some of the strategies to divergent thinking include brain storming, developing new skills, exposing oneself to new environments, networking etc...

1.2. Identify business opportunities

A **business opportunity**: involves sale or lease of any product, service, equipment, etc. that will enable the purchaser-licensee to begin a business. The licensor or seller of a business opportunity usually declares that it will secure or assist the buyer in finding a suitable location or provide the product to the purchaser-licensee. This is different from the sale of an independent business, in which there is no continued relationship required by the seller. In other way a business opportunity may be defined simply as an attractive idea or proposition that provides the possibility of a return for the investor or the person taking the risk.

A business opportunity consists of four integrated elements all of which are to be present within the same timeframe and most often within the same domain or geographical location, before it can be claimed as a business opportunity. **These four elements are:**

- A need
- The means to fulfill the need
- A method to apply the means to fulfill the need and;
- A method to benefit

With anyone of the elements missing, a business opportunity may be developed, by finding the missing element. The more unique the combination of the elements, the more unique the business opportunity. The more control an institution (or individual) has over the elements, the better they are positioned to exploit the opportunity and become a niche market leader.

Ways to identify more business opportunities

1. Listen to your potential clients and past leads. When you're targeting potential customers listen to their needs, wants, challenges and frustrations with your industry.
2. Listen to your customers.
3. Look at your competitors.
4. Look at industry trends and insights.

In creating or searching for business opportunities, one must consider the following factors:

1. The needs of the community – What products are in demand?
2. Available resources – Do you have money for capital? Do you have equipment and facilities?
3. Skills and interests – Does the particular business activity meet your interest?
4. Market - where will you sell your products? Who will buy your products?
5. Supplies or raw materials – Are materials always available?
6. Manpower – Are expert workers available?
7. Technology – Is your product or service new or improved?

1.3. Divergent thinking methods

Divergent thinking methods is a thought process or method used to generate creative ideas (business ideas) by exploring many possible solutions. By contrast, divergent thinking typically occurs in a spontaneous, free-flowing, "non-linear" manner, such that many business ideas are generated in an emergent cognitive manner.

What is divergent problem solving?

The term “**divergent** thinking” refers to that strategy of **solving problems** characterized by the proposal of a multiplicity of possible solutions in an attempt to determine the one that works business.

It usually happens in a free-flowing, spontaneous manner, where multiple creative ideas business are engendered and evaluated.

Self-Check -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the concept of paradigm shift?(2pts)
2. Why paradigm shift is important in business opportunities?(3pts)
3. What are the factors should be consider during in creating or searching for business opportunities. (5pts)

Note: Satisfactory rating - 10 points Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

Information Sheet-2

Unusual business opportunities

2.1. Unusual business opportunities

- ♣ A key question that all would-be entrepreneurs face is finding the business opportunity that is right for them. Should the new startup focus on introducing a new product or service based on an unmet need? Should the venture select an existing product or service from one market and offer it in another where it may not be available? Or should the firm bank on a tried and tested formula that has worked elsewhere, such as opening a different shops in dairy animals with similar value?
- ♣ Identifying business opportunities requires generating ideas which refers to the scanning and understanding of the environment in terms of the needs and wants of the society. This includes looking through what is going on in our surrounding.
- ♣ Taking a small level perspective or viewing what is happening in the business environment can be seen from the social, technological, economic and environmental factors.
- ♣ Some of the ways of scanning the environment include looking closely at the market to determine the demand and supply gap, looking at people's skills through observing your community and looking at available business assistance program like government program.

2.2. Innovation and creativity of business opportunities

Creativity refers to coming up with something new and original. It requires skills of flexibility, originality, fluency, elaboration, brainstorming, modification, imagery, imagination and curiosity. The three components of creativity are: expertise (knowledge-technical, procedural and intellectual), creative-thinking skills (how do you approach problems?), and motivation (intrinsic motivation is more effective).

Innovation is the process of making improvements by adding something new. Looking for what will work and will be economically viable as products, services, processes Skills for

new product development, flexibility, effective project management, understanding needs, being customer centered, engaging people/organization.

Creativity involves imagining a new reality and innovation is required to make it work by developing ideas into applications and solutions.

In order to generate new ideas you need the skills and knowledge and critically the ability for flexible thinking. Some of the means of collecting information that can be used for seizing unusual opportunities include:

- Accessing net-workings
- Public meetings, trade fairs and media
- Focused group discussion
- Key people surveys
- Publications
- In-depth interviews
- Usage and awareness studies

These means of collecting information can be used to identify unusual business opportunities and we can convert it in to sound business by adopting innovative and creative values in to products/services and/or commodities to target customers.

Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the source of collecting information that can be used for seizing unusual opportunities business ?(5pts)
2. What are the parameters used for scanning of business opportunities ?(5pts)
3. Discuss the difference and similarities between innovation creativity in business opportunities (5pts)

Note: Satisfactory rating - 15 points Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

Information Sheet-3

Feasibility on business skills and personal attributes

3.1. Undertaking of business feasibility studies

A business feasibility study can be defined as a controlled process for identifying problems and opportunities, determining objectives, describing situations, defining successful outcomes and assessing the range of costs and benefits associated with several alternatives for solving a problem. A business feasibility study is used to support the decision making process based on a cost benefit analysis of the actual business or project viability. The feasibility study is conducted during the deliberation phase of the business development cycle prior to commencement of a formal business plan. It is an analytical tool that includes recommendation and limitation, which are utilized to assist the decision makers when determining if the business concept is viable.

3.2. Importance of business feasibility study

It is estimated that only one in fifty business ideas are actually commercially viable. Therefore a business feasibility study is an effective way to safeguard against wastage of further investment or resources. If a business project is seen to be feasible from the result of the study, the next logical step is to proceed with the full business plan. The research and information uncovered in the feasibility study will support the business planning stage and reduce the research time. Hence, the costs of the business plan will also be reduced. A through viability analysis provides an abundance of information that is necessary in order to determine the business concept's feasibility.

Finally, feasibility study should contain clear supporting evidence for its recommendation. The strength of the recommendation can be weighed against the study ability to demonstrate the continuity that exists between the research analyses and the proposed business.

How do you write a feasibility study report?

A feasibility study report should include the project description, possible solutions, evaluation criteria, pinpointing the most feasible solution and a conclusion. Feasibility study reports are used to provide evidence for a project's effectiveness and to give supportive reasons why this project should be undertaken.

A project manager normally has to submit some kind of supportive background in order to receive the go-ahead from upper management to pursue a project. This is done by doing a feasibility study and submitting a report on the findings.

Step 1: Write the project description

The powers that be want to know the details of the proposed project. This information is included in the project description. The reason for the project and any background information should be listed here.

Step 2: Give some possible solutions

There should be more than one solution for the problem the project is attempting to resolve. Do an alternatives analysis to come up with a few different ways to solve the issue and list them here.

Step 3: Describe the evaluation criteria

This section sets and defines the evaluation criteria for the possible solutions. Be sure to list criteria for all the solutions given in Step 2.

Step 4: Pinpoint the most feasible solution

Describe the most feasible solution here. It should be the one that is the most economically and technically feasible.

Step 5: Write the conclusion

The conclusion summarizes the report. Review the aim of the project and reiterate the most feasible solution.

Business skills

Business skills are essential for conducting a feasibility study which include:

Financial management: Being able to effectively manage your finances is critical. You will need to be able to forecast your cash flow and sales, as well as, monitor your profit and loss.

Marketing, sales and customer service: It is important to be able to promote your products or services effectively. Providing good customer service and having a marketing strategy in place will help you to generate sales.

Communication and negotiation: You will need to communicate and negotiate with your suppliers, potential investors, customers and employees. Having effective written and verbal communication skills will help you to build good working relationships. Every communication should reflect the image you are trying to project.

Leadership: Since business is done with people, leadership skill is key in influencing for building a good relationship with employees, customers, vendors, suppliers and other stakeholders. You must be able to motivate your staff in order to get the best out of them and improve productivity. Allocate time to mentor and coach your employees.

Project management and planning: Starting a business means you will have to manage a range of projects, such as arranging the location and lay out of your enterprise and developing a range of strategies and procedures. Knowing how to effectively manage your resources, including time, money and staff will help you to achieve your goals.

Delegation and time management: Failure to delegate is a problem faced by many business owners because there is lack of attention in sharing responsibilities and authority. Managing your time effectively may mean delegating responsibility to someone else in the business or outsourcing. Identifying who you can delegate tasks allows you to concentrate on those tasks that generate revenue.

Problem solving: The business environment is highly dynamic which requires creativity and innovative skills to solving problems faced by enterprises. While you operate your business, you may encounter problems. This means you need to be able to make good decisions, sometimes under pressure.

Networking: Building good relationships through networking will help you to grow your business and give you the support you'll need from customers, suppliers, and other stakeholders.

3.3 Personal attributes of Successful Entrepreneurs

Successful entrepreneurs are likely to have six attributes that create significant change compared with others. However, many people don't know if they have these attributes until they taste themselves:

1. **Ambition:** a strong desire to do business to achieve a certain goal. It typically requires determination and hard work.
2. **Creativity:** the use of the imagination to develop/create unique business ideas.
3. **Tenacity:** the determination to make the business idea practical.
4. **Risk tolerance:** is an important component in investing. You should have a realistic understanding of your ability and willingness to justify the investments; if you take on too much risk, you might panic and sell at the wrong time.
5. **Intuition:** the ability to understand something immediately, without the need for conscious reasoning
6. **Personality:** the combination of characteristics or qualities that form an individual's distinctive character.

Self-Check -3

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Test I: Easy part

1. What are the essential business skills including for conducting of feasibility study(5pts)
2. Write the elements used for reporting of the finding feasibility study?(5pts)

Test II: Multiple Choices

Directions:

- There are five [5] questions in Test II. Select the best answer for each question and write only the letter that corresponds to your answer in the provided answer sheet.
- A correct answer scores 1 point and an incorrect answer scores 0 point. No marks will be given for a question if more than one answer is supplied.

Start here:

1. What is the main objective of feasibility study?
 - A. To determine whether a certain plan of action is feasible
 - B. To showing the outcomes of specific actions
 - C. To review a company's strengths and weaknesses
 - D. All
2. Feasibility studies precede technical development and project implementation.
 - A. True B. False
3. Which one of the following is not part of feasibility study?

A. Technical	C. Economic
B. Legal	D. Operation E. None

4. In writing feasibility study what things should you considered is:
- A. Brief description of the business
 - B. The part of the business being examined
 - C. The human and economic factor
 - D. The possible solutions to the problems
 - E. All
5. _____ is a measure of how well a proposed system solves the problems, and takes advantage of the opportunities identified during scope definition.
- A. Legal feasibility
 - B. Operational feasibility
 - C. Schedule feasibility
 - D. None

Note: Satisfactory rating - 15 points Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions for part I

1. _____

2. _____

Short Answer Questions for part II

1. _____
2. _____
3. _____
4. _____

Information Sheet-4

Problems as a pivotal source of business opportunity

Business opportunities: are situations found in the environment that can help entrepreneurs to convert ideas in to business. The ability to recognize new opportunities and to think creatively is essential for success in today’s competitive market. One way to identify business opportunities is to study current trends.

Some ways that help to identify opportunities from problems include: practicing brainstorming, finding creative solutions to common problems, looking at ordinary items in new ways and connecting unrelated items. And identification of creative ideas can be enhanced through:

- Observing the environment around you.
- Looking in to the demographic changes.
- Being devoted to read.
- Developing new interests, hobbies, and work experiences.
- Consult outside sources of information including experts.

Whether you start a business from scratch or buy an existing business and make it better, owning a business that is compatible with your personal values and goals is critical. Personal values and goals should be used as a guide when choosing entrepreneurial pursuits. The existence of problems give an opportunity to start a business that can provide solution to the problem. After identifying the problem and the business opportunity, the opportunity should be evaluated considering the company, the industry, customers, employees, and suppliers, and using advantage of the existence of support from advisors, experts, and/or government support.

In recognizing the business opportunity, identify the importance of personal values and describe the challenges and rewards of starting a business. List the benefits and drawbacks of working in partnership, cooperatives, and private limited company or buying a new business. Describe how you can evaluate a business opportunity and compare the advantages and disadvantages of starting your own business.



In the process of identification of problems and opportunities, you have to seek for any assistance available in the environment. It may include short term trainings, loan from micro finance and support given by various stakeholders. For example, in your community if there is a dependence on imported furniture products, it means there is an opportunity +for you to join the furniture industry by using local materials which helps reduce cost and substitute the imported furniture with improved quality and secured standards. There can also be other problems you can see in your community that you can change in to business opportunities. These problems can include customer relationship management problems, poor management problems, problems in the public service organizations, lack of leisure options, etc...



Self-Check -4	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the ways that can help to identify opportunities business from problems.(5pts)
2. What are the points should be consider for enhance of creative idea identification. problems.(5pts)
3. How you can evaluate a business opportunity and compare the advantages and disadvantages during starting of your own business. problems.(5pts)

Note: Satisfactory rating - 15 points Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

Information Sheet-5

Feasibility study of specialist and relevant parties

Business mentors/counselors/ are people who have been advice and who can help /guide/ business men /toward success. Small Business Development Centers can often be of service to new companies. Many provide state-specific business startup advice. Local and state governments provide advice and often have booklets useful to the new entrepreneur.

Financial Advice

There are a number of professional financial services available, such as accountants, book keepers or Business Activity Statement (BAS) agents.

Financial professionals can help you to:

- maintain your books
- create and stick to a budget
- monitor your cash flow
- help you decide on opportunities like buying new equipment, expanding your business and leasing or buying a commercial space.

Criteria for a Good Feasibility Study Consultant

- Has previous experience conducting feasibility studies.
- Has experience with the industry to be studied, or access to experience and associated professionals.
- Works independently and objectively.
- Understands cooperatives fully (their operations, governance, financial workings, etc.).
- Is willing to listen to the groups' ideas.



Works closely with designated contact members of the steering committee or group .Specialist and relevant parties are;

- ✓ Chamber of commerce
- ✓ Financial planners and financial institution representatives, business planning specialists and marketing specialists
- ✓ accountants
- ✓ lawyers and providers of legal advice
- ✓ government agencies
- ✓ industry/trade associations
- ✓ online gateways
- ✓ business brokers/business consultants





Self-Check -5

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Why asking for finance professional expert during the study of business feasibilities.(5pts)
2. Write the Criteria using for a Good Feasibility Study Consultant. (5pts)

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____



Information Sheet-6	Evaluating Impact of emerging or changing technology, including e-commerce on business
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Technological change (TC) is a term that is used to describe the overall process of invention, innovation and diffusion of technology or processes. The term is redundant with technological development, technological achievement, and technological progress.

Invention:-The creation of something new, or a "breakthrough" technology.

Diffusion:-The spread of a technology through a society or industry. The diffusion of a technology generally follows that early versions of technology are rather unsuccessful, followed by a period of successful innovation with high levels of adoption, and finally a dropping off in adoption as a technology reaches its maximum potential in a market.

Small businesses use computers, servers, websites and personal digital products to develop competitive advantages in the economic marketplace. Small business owners should consider implementing technology in their planning process. This allows owners to create operations using the best technology available.

Benefits of Electronic Commerce (e-commerce)

The greatest economic value currently associated with internet-based commerce involves business-to business transactions. Shifting many of the internal functions of business operations, such as order placement, inventory control, technical specification procurement, and product distribution, from paper-based to electronic transactions can dramatically reduce business costs and increase productivity.

Information Technology has Transformed Business Practices:

- Traditional business-to-business intermediaries seem to be adapting to the Internet-Based market by finding new ways to add value to exchanges in areas of logistical, financial, and information services.
- The Internet-Based market has broadened business-to-business market participation by lowering the costs of access to nonproprietary global protocols that permit the efficiencies achievable through automating business processes.
- The Internet has opened new auction spaces for the sale of used and surplus goods, and has provided wider dissemination of requests for bids.



- Businesses are also using network technologies to improve access to information for such things as product design, inventory control, training, and a host of other human resource and management functions.
- Finally, the Internet also provides a new channel for the distribution of digital goods such as books, music, movies, and news.

Challenge of Business in the area of E-Commerce

A key challenge for consumers and the business enterprises today is the availability of multiple brands to choose from. The consumer landscape is changing very fast. There is no doubt that consumer today demands a better quality of products, which is what the brands developed and marketed, needs to help realize. Both in rural and in urban areas, consumers are now being exposed to and are trying a wide variety of consumer durables and non-durables, which were once considered as luxury items. Business enterprises or expected to meet the ever changing and ever increasing consumer preferences to stay in the business.



Self-Check -6	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the Challenge of Business in the area of e-commerce? (3pts)?
2. Write the benefits of Electronic Commerce e-commerce. (3pts)?
3. How Technological change (TC) affects to business. (3pts)?
4. What is the difference between Invention and Diffusion for business? (4pts)?

Note: Satisfactory rating - 13 points Unsatisfactory - below 13points

You can ask you teacher for the copy of the correct answers.

Score = _____ Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

4. _____

Information Sheet-7	Assesse practicability of business opportunity in line with perceived risk, returns sought & resource available
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7.1. Assess practically of business opportunities in perceived risk

A business risk is a circumstance or factor that may have a negative impact on the operation or profitability of a given company. Sometimes referred to as company risk, a business risk can be the result of internal conditions, as well as some external factors that may be evident in the wider business community.

When it comes to outside factors that can create an element of business risk, one of the most predominant risks is that of a change in demand for the goods and services produced by the company. If the change is a positive one, and the demand for the offerings of the company increase, the amount of risk is decreased a great deal. However, if consumer demands for the offerings decreases, either due to loss of business to competitors or change in general economic conditions, the amount of risk involved to investors will increase significantly. When a company's risk factor is considered to be increased due to outside factors that are beyond the control of the company to correct, chances of attracting new investors is severely limited.

When considering a new business /to continue the existing one/, it is important to consider if there is sufficient access to resources. One of the primary reasons that new business fails is under-capitalization - not enough money to keep the business going from startup until it starts to make a profit. This can lead to a lack of resources.

7.2. Human Resources

Purpose: The Human Resources section demonstrates how you will determine your HR needs, fill them, manage your staff and pay them.

Staffing

- ➔ Organizational chart (show reporting structure).
- ➔ Job descriptions (show what people do).
- ➔ Job specifications (show the skills and knowledge required to do each job).
- ➔ Recruiting – Where will you find good people?
- ➔ Management – How will you treat those good people?
- ➔ Compensation – How much will you pay your people? This includes base wages, commissions, bonuses and other incentives.
- ➔ Human resources risks. Look at contingent plans for loss of key personnel, labour shortages or strikes.

Legal & Administrative

- Legal Form (proprietorship, partnership, corporation, cooperative).
- Share Distribution (Corporation Only)
- Directors and Officers (Corporation Only)
- Buy Sell Agreement (Corporation and Partnerships Only)
- List of key legal agreements such as contracts, leases, agreements, franchise agreements, personal loan guarantees etc.

To show the financial requirements to start the business, and to keep the business profitable and liquid.

- Starting Balance Sheet
- Pro-Forma (Forecast) Income Statement
- Cash Flow Forecast
- Notes to the Financial Plan
- Statement of Personal Net Worth (for lending purposes)



Self-Check -7

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. A business risk is a circumstance or factor that may have a positive impact on the operation or profitability of a given company. (1pts)

A. true B. False

2. How can you determine humane resource in your business work places? (4pts)

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____



8.1. Preparation of business plan

What is a Business Plan?

A business plan is a comprehensive, written description of the business of an enterprise. It is a detailed report on a company's products or services, production techniques, markets and clients, marketing strategy, human resources, organization, requirements in respect of infrastructure and supplies, financing requirements, and sources and uses of funds.

Why Business Plan?

There are many important reasons for drawing up a business plan. Some of the most significant are the following:

1. **Getting an integrated view of your business:** by preparing your business plan, you get an integrated view of all issues regarding your business. For example, it helps you to identify better your target clients, outline your market segment, shape your pricing strategy and define the competitive conditions under which you must operate in order to succeed.
2. **Mutual understanding within the management team:** Reaching mutual understanding among the members of the management of the firm is particularly important in cases in which the recommended policy of engaging as many managers as practically possible is applied in the preparation of the business plan.
3. **Determining financial needs and applying for funds:** Determining the amount, type and sources of financing and when it is required, using the business plans in the process of application for funds.
4. **Approval from board of directors/shareholders:** Using it as a basis for getting approvals from the company board and shareholders.
5. **Recruiting:** Using it in recruiting and introducing new members of the management and staff.
6. **Deriving objectives for employees:** Deriving from the business plan measures and objectives for units and individuals in the organization (management by objective).

7. **Informing employees:** Using it as a means of informing/motivating employees about the objectives of the company.
8. **Informing lenders:** Giving it to banks/investment funds that have financed your business in the past and require periodical information for monitoring purposes.
9. **Informing partners:** Using the business plan in informing business partners and other relevant organizations.

What are the steps in the planning process?

1. **Assessing the Situation:** This should be an assessment of how your customers, partners, competitors and suppliers view your business.

2. Developing your :

Vision: says how you see yourself in the far future. It expresses what you want your company to become.

Mission: defines what you want to achieve. It states the benefits your business will bring to clients, employees, shareholders and the community as a whole.

Philosophy: expresses the values and beliefs of your organization's culture.

Strategy: indicates how to get there.

3. **Getting ready:** After the mission and the philosophical basis have been defined, you need to start the actual work of preparing the business plan. Some important matters you need to address when getting ready are:

- **Appointing a coordinator:** Appoint the staff member who will be responsible for coordinating the business planning process and for delivering the final document (business planning project manager) in time.
- **Defining tasks:** Define the different tasks and steps involved in the process, the timing of these and the overall schedule for the work.
- **Identifying team members:** Identify the people who will be involved in the process and define their roles, competencies, responsibilities and expected contributions/deliverables.
- **Gathering information:** Gather and organize all the basic information that will be required from internal and external sources (market surveys, reports on competition, new technological developments, etc.).

- 4. Setting goals:** Setting goals for the future development of the business is a prerequisite for the preparation of the business plan. Examples of such goals can be:
- Over the next three years increase sales volume by an average of 20% per year by intensifying marketing and sales effort in the neighboring countries (export)
 - In the coming year reduce production costs by 10% through greater automation of production lines

By the end of the second planning year launch three new products on the local market.

1. **Working out the business plan:** involves synthesizing and harmonizing your marketing, sales, development, manufacturing, operations and financing targets in such a way as to enable the enterprise to meet its overall objectives. This “matching work” is usually conducted in an iterative process until full consistency of all elements of the business is achieved.
2. **Setting employee objectives:** The development staffs have, among other things, to meet the schedules planned for bringing into production the new product. These individual objectives should be fixed in writing and the results of the work should be monitored and assessed periodically. These should form the basis for the financial compensation of the employee.
3. **Monitoring the process:**
 - Action plans,
 - Monitoring systems and Constant feedback should be integrated to ensure successful implementation of the plan and achievement of its objectives.

A business plan will be hard to implement unless it is simple, specific, realistic and complete. Even if it is all these things, a good plan will need someone to follow up and check on it. The plan depends on the human elements around it, particularly the process of commitment and involvement, and the tracking and follow-up that comes afterward.

8.2. Content and Structure of a Business Plan

The business plan should contain the following information's:

1. **Executive summary:** It provides a high-level overview of the purpose of the business plan, the main highlights and the financial resources required.
2. **Background:** It gives the reader an initial overview of the business before specific details are provided later on.
3. **Products and services:** Product description and history, product attributes, research and development, costing and pricing, production process, quality assurance and control, sourcing and intellectual property.
4. **Markets and clients:** Market characteristics, clients, competition, positioning, marketing strategy and projected sales.
5. **Business operations and organization:** Location and premises, marketing and selling methodology, distribution, order processing/inventory control, company structure/organization, and management information systems/reporting.
6. **Human resources:** Management (shareholders, board of directors, executive/operations management, middle management, external support services) and personnel.
7. **Legal framework and environmental and social factors:** Approvals and licensing requirements, environmental risks, social compliance, development and social benefits.
8. **Financial planning:** Financial history (financial statements), projected income statements, cash flow, balance sheet and important ratios, funding requirements and other supporting information.



Use this out line for our country context to prepare business plan:

Business plan outline for micro-enterprises - Ethiopian application

Business Plan

1. **Full name** of the business operator.....
2. **Address:** Woreda..... Town..... Kebele..... House no.....
3. **Type of the plan/work/business** in which the operator is/to be engaged.....
4. **Year of the plan:** From..... to.....
5. **Work premises at the disposal of the operator**..... Specify, if there is any problem.....
6. **Yearly sales plan:**

S.No	Product/service to be sold, marketed / year	Unit	Qua.	Unit price	Total price	Remark	
	Total sales						

Months during which sales are expected to be high.....

7. Equipment currently owned by the operator:

S.No	Type of equipment	Unit of measure	Qua.	Unit cost	Total cost	Remark
	Total cost of equipment					

8. Equipment to be purchased by the operator





S.No	Type of equipment	Unit of measure	Qua.	Unit cost	Total cost	Remark
	Total cost of equipment					

9. Yearly raw material requirement:

S.No	Type of equipment	Unit of measure	Qua.	Unit cost	Total cost	Remark
	Total cost of equipment					

Source of raw material.....

10. Other yearly operating expenses (e.g. labour expense, sales expense, depreciation expense, tax expense etc..)

S.No.	Types of expense	Amount of expense in Birr	Remark
	Total expense		

11. Yearly production/service plan:

S.No.	Types of production/service to be produced or rendered	Unit	Qua.	Unit cost	Total cost	Remark
	Total cost					

12. Financial plan:

Capital requirements	Equity	Loan	Total
Investment capital:			
→ Machinery + equipment			
→ Furniture + fixture			
→ Business premises			
→ Any other initial and significant outlay			
Working capital:			
♣ Salary/wage			



ሚኒስቴር ግብርና ግብርና
MINISTRY OF AGRICULTURE



<ul style="list-style-type: none"> ♣ Raw material and/or supplies ♣ Rent ♣ Maintenance ♣ Business promotion ♣ Other cash out of the business to meet short-term and recurrent expenditure 			
Total			
<p>13. Yearly profit and loss plan See Profit + Loss Statement Format: Accounting</p>			

10 Steps to Developing a Business Model

The 10 steps to developing a business model. Throughout the process, stay at a fairly high level and focus on the most important attributes.

Step1. Choose a particular target segment and describe it. A segment is a group of customers with similar needs, behaviors or other attributes that the company chooses to serve.

Step2. Next, what channels are used to market to, sell to, distribute to and support this segment? Are there any partners we need to establish or maintain relationships with?

Step3. What products and/or services are offered to this segment, and are there any differences by channel? If so, make that clear.

Step4. What are the revenue streams? How are prices set? How are customers charged for products and services? How is revenue collected?





Step 5. Now, what is the value proposition delivered by each product. Think not only of value propositions for the customer (including the end-customer and any intermediaries), but also partners. Remember that the value proposition is from the perspective of the customer and can vary by customer segment; that is why we focus on one segment at a time.

Step 6. What are the key activities the company must perform to ensure the value proposition is delivered? This can include activities supporting partners and channels that are key to the value proposition. This may also involve outsourcing.

Step 7. What are key inputs and resources that must be acquired and maintained? This can include human, physical, financial and intellectual assets, as well as suppliers and vendors.

Step 8. Next, what implications do the elements defined so far have for the infrastructure of the business? They may not have been captured already. Is there significant investment required in maintaining certain technologies, skills or branding, for example?

Step 9. The cost structure includes the fixed costs of maintaining the value chain, as well as variable costs. Where are the biggest or most volatile costs?

Step 10. Finally, have you adequately identified what the company does differently to deliver on the competitive strategy (how the company differentiates itself from the competition)?

If it's not evident in the activities or resources identified you'll need to take another pass at it. It may take several iterations to get something you are comfortable with.



You may find it helpful to arrange your findings for easy reference in a diagram like the one below.

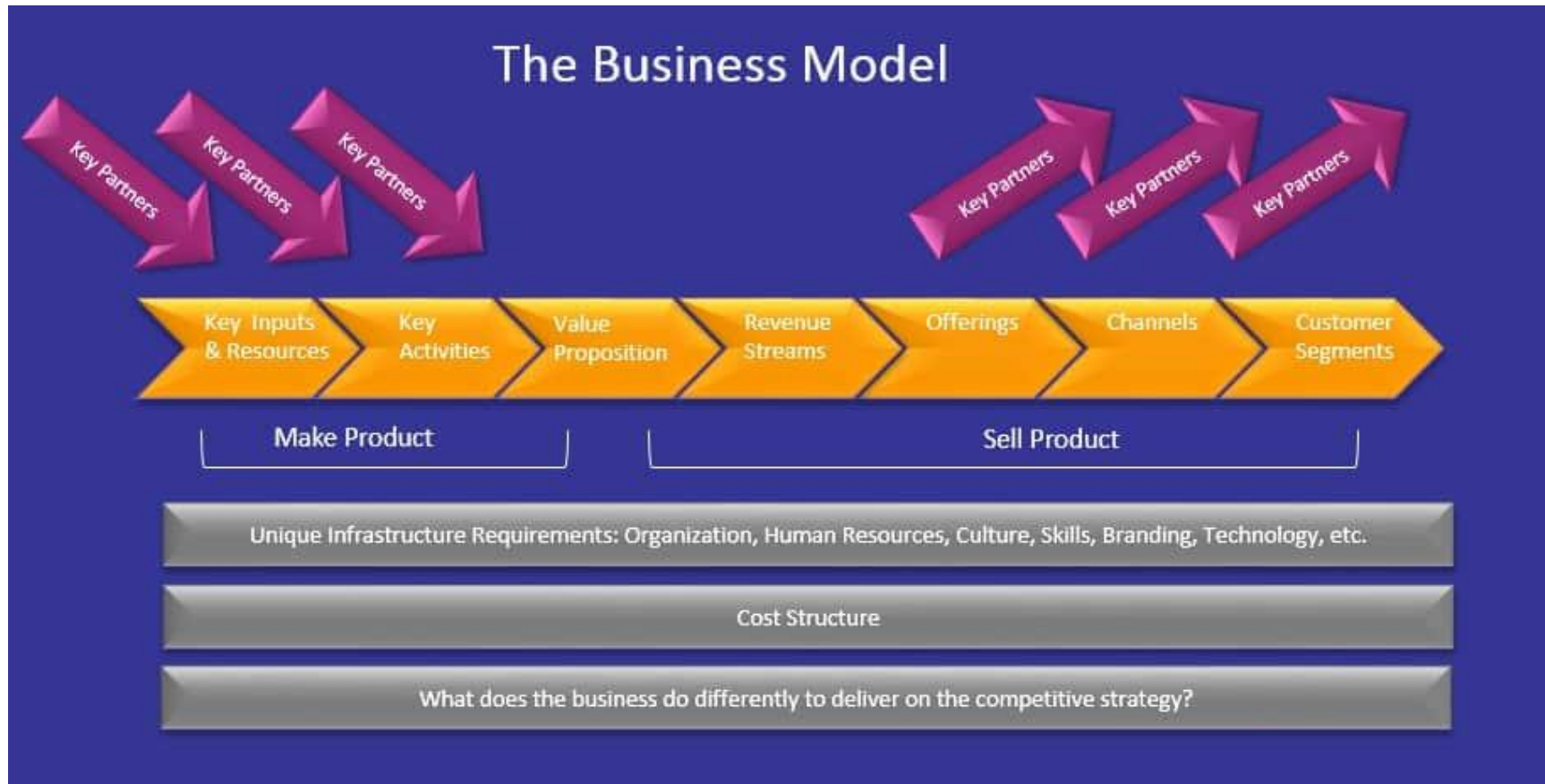


Table 1. Diagram of business model



Self-Check -8

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is a Business Plan? (1pts)
2. Develop is a Business Plan model for dairy animals? (10pts)
3. What the important information should be contains during developing business plan. (10pts).
4. There are many important reasons for drawing up a business plan for different agriculture sectors. List at least four the most important points. (4pts)

Note: Satisfactory rating - 25 points

Unsatisfactory - below 25 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

4. _____



Operation sheet-1

Identifying a Business Opportunity

Steps following for identifying a business opportunities

Step 1: Identify your passion for a product or a service

Step 2: Observe the market reality for the product/service

Step 3: Analyze customers' state of mind with respect to the product/service

Step 4: Look for gaps in the areas: Price, Packing, Quality and Distribution

Step 5: Analyze the competition

Step 6: Identify the gap between customers' need and competition's offer

Step 7: Fill the gap with your core strengths

Step 8: Find out the size of the market



Operation Sheet- 2

Techniques of writing report for feasibilities study of business

Procedures for writing report of feasibilities study of business

- Step 1: Write the project description
- Step 2: Give some possible solutions
- Step 3: Describe the evaluation criteria
- Step 4: Pinpoint the most feasible solution
- Step 5: Write the conclusion



LAP Test	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 5 hour.

Task 1 Steps to be followed for identifying a business opportunities

Task2. Techniques of writing report for feasibilities study of business



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Dairy production

Level-II

Learning Guide-66

Unit of Competence: Develop Business practices

Module Title: Developing Business practices

LG Code: AGR DRP2M18 LO2-LG-66

Code: AGR DRP2TTLM 1219v1

**LO 2: Plan for the establishment of
business operation**



Instruction Sheet

Learning Guide # 66

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Determining and documenting organizational structure and operations
- Developing and documenting procedures
- Securing financial backing
- Identifying and compiling business legal and regulatory requirements
- Determining human and physical resources
- Developing recruitment and procurement strategies

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to:

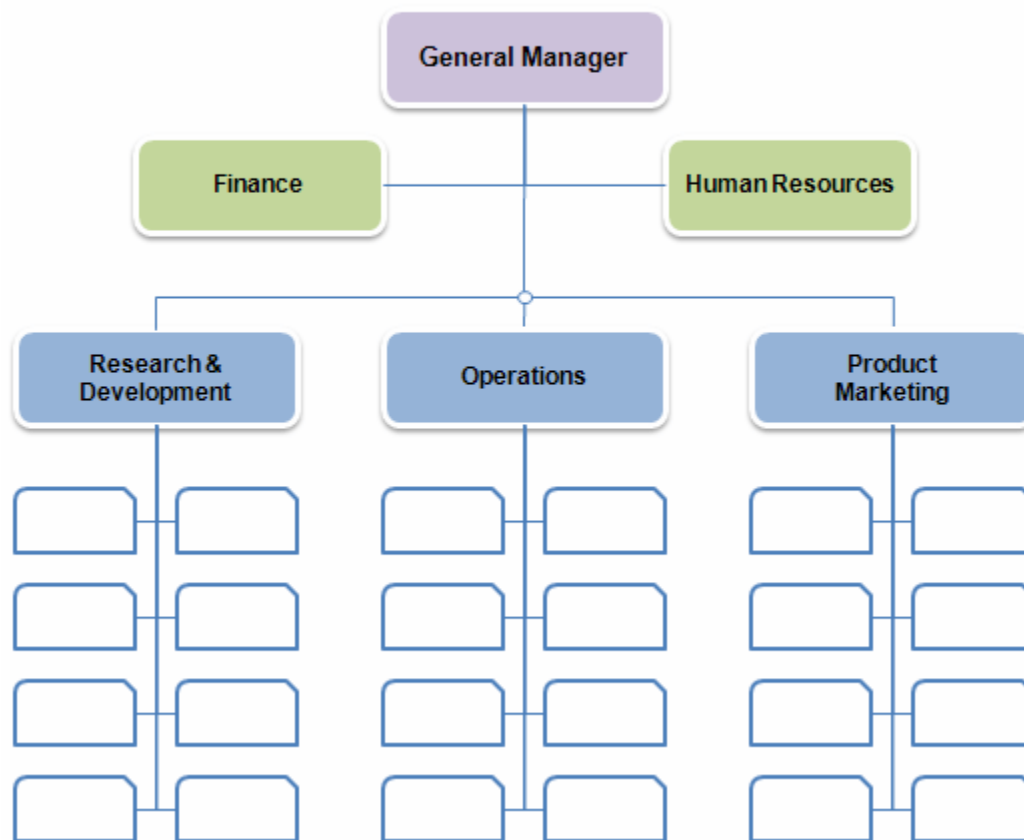
- Determine and document organizational structure and operations
- Develop and document procedures
- Secure financial backing
- Identify and comply business legal and regulatory requirements
- Determine human and physical resources
- Develop recruitment and procurement strategies

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 7.
3. Read the information written in the information “Sheet 1, Sheet 2, Sheet 3, Sheet 4, Sheet 5&Sheet 6
4. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4, Self-check 5 and Self-check 6” in **page -47, 50, 53,56, 60 and 66** respectively.
5. If you earned a satisfactory evaluation from the “Self-check”
6. Then processed to the next learning guide

An organizational structure defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational aims. Organizations need to be efficient, flexible, innovative and caring in order to achieve a sustainable competitive advantage.

Functional Organizational Structure



New small businesses grow with the commitment and diversification of the product/service reacting and adapting as needed. A small-business owner seeks a formal organizational structure to serve as a framework for growth. Organizational structures fix the scope of jobs, group operational activities together in some fashion and provide for superior-subordinate and peer relationships. Decisions leading to the best structure for a



particular business weigh the company's circumstances, aspirations and character. Operation is one of the aspects considered by a small-business owner who's creating an organizational structure.

Factors to consider in creating organizational structure are:

1. Specialization

The first step in creating an organizational structure is determining all the needed tasks and then creating job positions. Specialization refers to how narrow or widen the scope of each job is. If a small business needs operational efficiency, the owner may opt for narrow job specialization. Employees tackle small tasks repeatedly, becoming faster and more efficient over time. Such routine jobs require fewer supervisors in the structure than do complex jobs.

2. Departmentalization

Also fundamental to structure is how jobs are grouped together to best tackle operations. It's often practical to departmentalize jobs by similarity. Grouping together jobs according to functions such as manufacturing allows for resource sharing and increased efficiency. Instead of choosing such a functional structure, creative businesses such as marketing firms might group people into teams featuring a mix of functional experts who contribute to the success of client projects.

3. Operational Goals

A company's objectives and goals will help shape structure. For instance, if the goal is to standardize operations, the company needs a structure that lets the owner exert control over work processes. Control can be achieved by defining set work procedures-something the functional structure supports well. A company aiming to be a leader will choose a less controlled structure-such as the team structure-that fosters employee innovation.



4. Range

The range of operations influences structure. Companies operating in more than one location or that have a range of products or different target markets may choose a structure that can provide to these circumstances. The divisional structure allows a small business to create divisions that dedicate efforts to a customer type, product line or place. The structure allows each division to adapt its operations as needed.

5. Technology

The technology used in operations may become a deciding factor in creating departments. Phases in a manufacturing process might dictate separate departments if the technologies used in the different phases require different locations and skills. Today's communication technologies allow small businesses to improve their operation and diversify their market. This allows a small business to easily expand or contract operations as needed.



Self-Check -1

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the factors affecting for consider in creating organizational structure. (5pts)
2. What is the importance of draw functional organizational structure for business? (3pts)

Note: Satisfactory rating - 8 points

Unsatisfactory - below 8 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

2.1. Purpose of a Procedure to guide operation

The purpose of developing procedures generally is to serve as guiding material. In addition, an important purpose of procedures is to ensure consistency. Procedures are designed to help reduce variation within a given process. Clearly stating the purpose for your procedure helps you gain employee cooperation, or compliance, and it instills in your employees a sense of direction and urgency.

Business Procedure is a particular way of accomplishing something in an established way of doing things in a series of steps that, when followed in a definite regular order, ensure consistent results.

The number-one rule of procedure writing is to make sure there's a reason to create them. Perhaps people forget to take certain actions, perhaps they keep on getting things wrong, or perhaps tasks are so long and complex that people need a checklist if they're going to get things right.

A written procedure is necessary if the issue is important or if there will be a significant benefit from clarifying a process. Before you begin, ask yourself if people really need or want to know about something.

Procedures are developed and documented to guide operation as a manual. Some of the manuals include financial manual, operational manual, production manual, purchasing manual and other manuals to be adopted from the government should be developed. Please refer these manuals in your cooperative training when you are assigned at cooperative training.

Financial manual: It helps to establish financial controls within the organization that ensure accuracy, timeliness and completeness of financial data.

Operational manual: the document provides the framework upon which employees all base their approach to performing their duties.



Production manual: is a manual that indicates the steps of production to be followed.

Purchasing manual: is a guide book to show how the firm acquires its goods and services of all kinds. Its purpose is to educate both employees and vendors in how to buy and sell a firm's product/service.



Self-Check -2

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the Purpose of Procedure to guide operation? (2pts)
2. Discuss the Financial manual, Production manual and Purchasing manual for operation of business. (3pts)

Note: Satisfactory rating - 15 points

Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____



Information Sheet-3

Financial backing for business operation

Starting and running a business requires finance. Business persons identify various sources of finance including personal saving, debt, family support, from friends, sell of stock, contribution of partners and government support.

Unless you personally have deep pockets, such as inherited wealth, figuring out where you're going to get the money to start your own business and getting the financing in place beforehand is going to be one of the most important components of planning your business.

Finding adequate business startup money is especially critical because there's no guarantee that your business is going to make money right away, and certainly no guarantee that your new business will bring in enough money for you and your family to live on. You can't start a business without start-up capital, the total amount of money you need to open your doors for business, and to keep them open until sufficient revenue can be depended on.

A business is the physical entity for an entrepreneur's dreams and vision, however, it needs more than the owner's dedication and determination to survive and become profitable. The competence and dedication of the human resource for each department of the business is a crucial aspect that contributes to the growth of a business and the backbone is formed by the input of financial resources. Funds are an integral part of not only starting a small business but also keeping it going with constant inflow of working capital. So, when you have a business proposition in mind or maybe you have already started your own venture, you would still need access to instant cash at a short notice, time and again and the most feasible option for you in this case would be to opt for instant business loans from a reliable financial lender.

The instant business loans are the best way to meet an entrepreneur's need for fixed and working capital. Starting from the purchase of plant and machinery, space, fixtures, raw materials, etc., to the regular payments to suppliers and vendors, the instant business loans can be the best way to invest ready cash into any small or large business, whether



it's a startup or an already established entity. Make sure you find out all about the terms and conditions about a financial loan and compare the various market rates, before you actually opt for any loan plan to sustain your business venture.



Self-Check -3

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the word of business? (1pts)
2. Let's one micro small enterprises needs to start a business on dairy animal production. So, what are the finance sources uses to start his / her business run. (4pts)

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

4.1. Human resource

Any organization is as good as its people. Without competent and skilled man power, no refined technological advancement can yield the result anticipated. In order to achieve the objectives of an organization having competent human resource is vital.

So we need to determine the human resource requirements of an organization through man power planning & job analysis the next step is to acquire these personnel. This involves location of such personnel, motivating them to be potential candidates & selecting the personnel who fit with organizational & job requirements.

Human resources planning:-is the process of identifying and analyzing the need for and availability of human resources so that the organization can meet its objectives.”

Purpose and Importance of HRP

1. helps to determine future need for personnel
2. Eliminates any gaps that may exist between HR supply and demand.
3. Assesses the kind of skills required to be recruited and developed.
4. Provides information about existing strengths and weaknesses of people in the organization.
5. Helps in the control of budget, controls wage and salary costs.
6. Lays a foundation for other HRM activities

4.2 Physical resource

The category of physical resources covers wide range of operational resources concerned with the physical capability to deliver strategy.

A. Transport: The selection of **vehicles** required will depend not just on the type of goods or services which are being produced, but on the distribution channels and the relative locations of the customers.

B. Fixtures and fittings: These are essentially the items within the premises which are attached to the structure, or which are necessary to the production of the goods or services, but not directly involved in their creation or provision.



C. Plant and machinery: This heading not only includes things like production machinery, but items used in materials handling such as weighing, packaging and labeling equipment, lifts and conveyor belts and rollers, power tools, and hand-held equipment.

D. Furniture and office equipment: This category will include not just the items within any management or administrative offices, but also the carpets, easy chairs, display material that may be located in a reception area for visiting customers; and of course the tea and coffee cups, or microwave oven for staff use.

E. Resale stock: Anyone involved in wholesaling or retailing will need to identify what stock has to be held at any one time. As stock is sold, more is bought in to replace it and to replenish stock levels, and as the business grows, so the average level of stock held may need to be increased.

F. Raw materials and components: This is a similar situation to the purchase and holding of stock for resale, only the initial purchase costs may be relatively larger, particularly if credit is given to distributors or customers.

G. Materials and consumables: These are the items which are purchased, used and replaced on a fairly regular basis as part of the administration or running of the business. They would include stationery, envelopes, protective clothing, safety wear, computer and printer, the tea, coffee and sugar etc.

H. Public utilities: By these we mean the suppliers of electricity, gas, telephones, water supply, sewage disposal, and waste disposal services.



Self-Check -4

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. List the main physical resource in business area. (2pts)
2. What is the Purpose and Importance of human source planning in the business areas? (2pts)

Note: Satisfactory rating - 15 points

Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____



Information Sheet-5

Business legal and regulatory requirement

What is business legal and regulatory requirements?

Legal refers to laws passed by a state and/or central government, while **regulatory** refers to a rule issued by a regulatory body appointed by a state and/or central government.” Legal requirements are those requirements which are applicable by virtue of law enacted by the government.

What are regulatory agreement requirements for business?

Regulatory agreement is an organization's adherence to laws, regulations, guidelines and specifications relevant to its business processes. Violations of regulatory compliance regulations often result in legal punishment including federal fines.

What is the difference between legal and regulatory compliance

Regulatory compliance is an organization's adherence to **laws, regulations**, guidelines and specifications relevant to its business.

Legal compliance is that our company must comply with all laws, rules and regulations applicable to its operations and business activities.

5.1 Legal responsibilities of business

Typically, most business will have some legal responsibilities relating to:

- ❖ Business structure and registrations.
- ❖ Licensing.
- ❖ Selling goods and services.
- ❖ Contracts.
- ❖ Leasing premises.
- ❖ Employing staff.
- ❖ Occupational health and safety.
- ❖ Privacy and information protection.



Starting your own business is both exciting and challenging. After doing your research, writing a business plan or roadmap, and deciding on a business structure, you'll want to consider the other legal requirements involved so your business operates with all of the required licenses and permits.

More often than not, independent contractors aren't willfully avoidant of these laws; they are simply unaware of what is necessary. Here are five important legal requirements to review and understand before launching your small business.

A. Decide on a Business Structure

When you have determined the viability of your business concept and you're ready to set up your business, one of the first steps is to register your name. But before doing so, you must decide if you're going to be a sole proprietorship, a partnership, a corporation, or a society. Each has important implications for liability, taxation, and succession planning.

B. Register Your Business

When you operate your business under a name other than your own, you need to register that name because you will require proof of business registration to open bank accounts, apply for loans, and many other business start-up and business building activities. Steps;

1. Submit your business name request
2. Register your business

C. Get Required Business Permits and Licenses

Just like any other business, independent contractors must obtain proper permits and licenses. Depending on your industry and where your business is located, you may need to be licensed on the federal level as well as on the state level. Federal licenses are required for businesses involved in any sort of activity that is supervised and regulated by a federal agency



D. Get an EIN

Any business that operates as a corporation or partnership or has employees will need an Employer Identification Number (EIN) from the government. An EIN identifies your business for tax purposes—think of it as a Social Security number for your business—and you can use to open a business bank account, file tax returns, and apply for business licenses.

E. Prepare to Pay State and Local Taxes

In addition to federal taxes, independent contractors are also required to pay state and local taxes—self-employment, payroll, income, sales, and property tax. These taxes will vary from state-to-state and are based on your business structure. If your company has employees, you will also be responsible for paying state unemployment taxes.



Self-Check -5

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. list the legal responsibilities business.(5pts)
2. What is the difference between legal and regulatory compliance. (5pts)
3. Write the five important legal requirements to review and understand before launching your small business.(5pts)

Note: Satisfactory rating - 15 points

Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____

3. _____

Recruitment strategy connects all important recruitment components and human resource components, as a firm realizes its strategic goals. The recruitment strategy defines the unique mix of:

- Position of the organization on the job market
- Recruitment channels to be used for attracting candidates
- Recruitment style of the organization
- Differentiators from competitors on the job market
- Recruitment processes and procedures
- Recruitment metrics

Human resource strategy governs the human resource management approach in the organization. The recruitment strategy has to follow the ideal candidates' profiles, recruitments to be included in the recruitment process and corporate culture visible in the job advertisement. The recruitment strategy defines:

- Techniques and tools for the recruitment of employees
- Strategies for the recruitment of experienced workers
- Competitive advantage in the recruitment area

Recruitment

➤ **Meaning of Recruitment**

Once an organization identifies its human resource needs through employment planning, it can begin the process of recruiting potential candidates for actual or anticipated organizational vacancies.

Recruiting brings together those with jobs to fill and those seeking jobs.

Is a process of finding and attracting capable applicants for employment? The process begins when new recruits are sought and ends when their applications are submitted.

The result is a pool of applicants from which new employees are selected. Recruitment of candidates is the function preceding the selection, which helps create a pool of



prospective employees for the organization so that the management can select the right candidate for the right job from this pool.

The main objective of the recruitment process is to expedite/accelerate the selection process. Its main goal is to generate a pool of qualified candidates and discourage unqualified ones from applying.

Purpose & Importance of Recruitment

- Attract and encourage more and more candidates to apply in the organization.
- Create a talent pool of candidates to enable the selection of best candidates for the organization.
- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- Recruitment is the process which links the employers with the employees.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.
- Meet the organizations legal and social obligations regarding the composition of its workforce.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants



Recruitment Process

Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the preliminary interviews. A general recruitment process is as follow

1. Planning
2. Strategy Development
3. Searching
4. Screening
5. Evaluation and Control

Recruitment Planning

- It involves the translation of likely job vacancies and information about the nature these jobs into a set of objectives that specify the number and type of applicants to be planned.

Strategy Development

- Make or buy employees
- Technological sophistication of recruitment and selection devices
- Geographic distribution of labor markets comprising job seekers
- Sources of recruitment
- Internal
- External

Searching

- Message and media deserve attention in the organization
- Message refers to the employment advertisements
- Media refers to any channel that can be used to announce employment advertisement message

Screening

- The purpose of screening is to remove from the recruitment process at an early stage, those applicants who are visibly unqualified for the job
- Effective screening can save a great deal of time and money care must be exercised to assure that potentially good employees are not lost



Evaluation and Control

- It is necessary as considerable costs are incurred In the recruitment process
- Statistical information should be gathered and evaluated to know the suitability of the recruitment process.

Sources of Recruitment

- Place where qualified individuals are found

Internal	External
<ul style="list-style-type: none"> • Transfers • Promotions • Demotions • Retired employees • Retrenched employees • Dependents and relatives of deceased and disabled employees 	<ul style="list-style-type: none"> - Job advertisements - Educational institutes (Campus recruitment) - Employment agency - Unsolicited applicants - Employee referrals /recommendations - Recruitment at factory gate (Unskilled workers)

Advantages and Disadvantages of Internal Recruitment

Advantages

- Employees are already familiar with company
- Can boost employee morale
- Rewards good work of current employees
- Easier to judge candidates internal appraisals and Less costly

Disadvantages

- Lack of “new blood” or can produce organizational inbreeding
- Departments can “raid” other departments for best employees
- Leaves another internal vacancy



Advantages and Disadvantages of External Recruitment

Advantages

- Brings in new ideas
- Helps organization get needed competencies
- A larger field of candidates

Disadvantages

- May negatively impact morale and cohesion
- Time needed for new employee to learn “ropes”
- Usually more costly than internal recruiting and May result in misplacements



Self-Check 6	Written Test
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Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

1. Write Purpose & Importance of Recruitment business.(2pts)
2. Describe the external and internal advantage of and dis advantage of recruitment business respectively.(4pts)

Note: Satisfactory rating - 6 points and above Unsatisfactory - below 6points

You can ask your teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____



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Dairy production

Level-II

Learning Guide-67

Unit of Competence: Develop Business practices

Module Title: Developing Business practices

LG Code: AGR DRP2M18 LO3-LG-67

Code: AGR DRP2TTLM 1219v1

LO3: Implement business development plan



Instruction Sheet

Learning Guide # 67

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- ➔ Obtaining Physical and human resources
- ➔ Establishing operational unit
- ➔ Discussing and understanding Simulations on the development plan.
- ➔ Marketing the business operation
- ➔ Developing and implementing monitoring process
- ➔ Maintaining Legal documents ,recording and updating
- ➔ Negotiating and securing contracts with relevant people
- ➔ Options for leasing/ownership of business premises

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to:

- ✧ Obtain Physical and human resources
- ✧ Establish operational unit
- ✧ Discuss and understand Simulations on the development plan.
- ✧ Market the business operation
- ✧ Develop and implementation monitoring process
- ✧ Maintain Legal documents ,record and update
- ✧ Negotiate and secure contracts with relevant people
- ✧ Options for leasing/ownership of business premises

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 7.
3. Read the information written in the information “Sheet 1, Sheet 2, Sheet 3, Sheet 4 Sheet 5, Sheet 6, Sheet 7&Sheet8
4. Accomplish the “Self-check 1, Self-check t 2, Self-check 3, Self-check 4, Self-check, Self-check5, Self-check6, Self-check7 and Self-check8” in **page-73, 77, 81, 87,90,93,96 and 101** respectively.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1 and Operation Sheet 2” in **page -97**.
6. Do the “LAP test” in **page – 98** (if you are ready)
7. Then processed to the next learning guide



Information Sheet-1

obtaining physical and human resource

1.1 Implementation of human and physical resource

Human resource planning is a process by which an organization ensures that it has the right number and kind of people at the right place and at the right time, capable of effectively and efficiently completing those tasks that help the organization achieve its overall objectives. Human resource process requires estimation of future quantity and quality of manpower required for a firm. The factors are:

External factors: refers to competition, laws and regulation, economic climate, change in technology and social factors.

Internal factors: refers to budget constraints, production levels, new products and services, organizational structure and employee separations.

Human resource plan implementation follows these steps:

- Recruitment, selection and placement
- Training and development
- Re-training and re-deployment
- Retention plan

An organization ensures that it has the right number and kind of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives. It translates the organization's objectives and plans to the number of workers needed to meet those objectives. Human resource planning is forecasting an organization's future demand for and supply of the right type of people in the right number by keeping in mind the current scene. It ensures at what time and in what number different categories of employees will be needed by the organization in future. As a result, neither the work of the organization will suffer for want of employees nor will there be unnecessary rise in costs due to surplus employees.



Features of Physical Resources

Every business needs resources, whether it's people, money, suppliers, or time. The physical resources include tangible items that are necessary and available for a business to function. These are items that take space, have a value, and are used in the operation of the company.

Physical resources are necessary for all types of business. Product-based businesses use physical resources for providing the goods for sale and for the operation of the business. Service-based businesses use physical resources to facilitate the delivery of the service, such as having a space to work, tools that are needed for the service, and resources used to support the service.

Let's imagine you own a dry cleaning business. The company offers in-house, same-day service. As a result, you must have washers, dryers, steamers, irons, tables, and racks to hold the clothes. These items represent the physical resources of your business.

Materials

Materials are raw goods that will be used in the production of other products. For our example of the dry cleaning business, you do not sell products, only your dry cleaning services. Therefore, you have few, if any, materials.

Buildings and Facilities

The physical building you work in is a part of the physical resources of a company. Whether the space is owned or rented, it is used for the purpose of operating your business. By having this space available, you are able to complete your work. There are some occasions when the building and facilities are the revenue generators of the business. For instance, if you own a conference center and rent space for events and meetings, the building and facility is a physical resource that also earns income. Your dry cleaning company includes a parking lot and a building where the equipment is housed for the purpose of cleaning clothes. The building is a resource where the business is operated.



Machinery and Supplies



Machinery can be an extremely costly expense for most companies. Depending on the type of business, machinery can be a sizable resource. A manufacturing or production company will require substantial types of machinery. Have you ever seen the inside of a bread factory or the like? Huge machines, interlinked and taking up an enormous amount of space. On the other hand, an online business that offers education and information does not need much equipment beyond computer hardware and basic office machines, like photo copiers, phones, etc. Your dry cleaning business requires an ample amount of machinery, including washers, dryers, and steamers. Without machinery, your business would be virtually impossible to operate.



Self-Check -1

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the steps which are follow the Human resource plan implementation.(4pts)
2. What is the feature of Physical Resources for running of business? (3pts)
3. List the physical resources uses for working of business. (3pts)

Note: Satisfactory rating - 15 points

Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____

3. _____

Information Sheet-2

Operational unit to support and coordinate business operation

What is Operations?

Business operations are first and foremost an oversight function that ensures all internal operating groups.

Integrated into the same business plan with well-defined roles and responsibilities, Functioning together as one unit to ensure operational integrity relative to opportunity development, risk management, resource management and allocation, and overall best practices;

Effectively communicating between other functional departments; Participating in the business planning and development strategy process, Operating within the parameters of an integrated budget, and; Adhering to all financial practices while following other established policy, procedures and controls.

Explain the daily operation of the business, its location, equipment, people, processes, and surrounding environment.

Production:-How and where are your products/services produced?.

Explain your methods of:

- Production techniques & costs
- Quality control
- Customer service
- Inventory control
- Product development

Location:-What qualities do you need in a location? Describe the type of location you will have. Physical requirements:

- Space; how much?
- Type of building
- Zoning
- Power and other utilities



Access:-Is it important that your location be convenient to transportation or to suppliers?

Construction? :-Most new companies should not sink capital into construction, but if you are planning to build, then costs and specifications will be a big part of your plan.

Cost: - Estimate your occupation expenses, including rent, but also including: maintenance, utilities, insurance, and initial remodeling costs to make it suit your needs. These numbers will become part of your financial plan.

Legal Environment

Describe the following

- Licensing and bonding requirements
- Permits
- Health, workplace or environmental regulations
- Special regulations covering your industry or profession
- Zoning or building code requirements
- Insurance coverage
- Trademarks, copyrights, or patents (pending, existing, or purchased)

Personnel

- Number of employees
- Type of labor (skilled, unskilled, professional)
- Where and how will you find the right employees?
- Quality of existing staff
- Pay structure
- Training methods and requirements
- Who does which tasks?
- Do you have schedules and written procedures prepared?
- Have you drafted job descriptions for employees? If not, take time to write some. They really help internal communications with employees.
- For certain functions, will you use contract workers in addition to employees



Inventory

- What kind of inventory will be kept: raw materials, supplies, finished goods?
- Average value in stock (i.e., what is your inventory investment)?
- Rate of turnover and how this compares to industry averages?
- Seasonal buildups?
- Lead-time for ordering?

Suppliers

- Identify key suppliers.
- Names & addresses
- Type & amount of inventory furnished
- Credit & delivery policies
- History & reliability

Should you have more than one supplier for critical items (as a backup)? Do you expect shortages or short term delivery problems? Are supply costs steady or fluctuating? If fluctuating, how would you deal with changing costs?

Credit Policies:-Do you plan to sell on credit?

Do you really need to sell on credit? Is it customary in your industry and expected by your clientele? If yes, what policies will you have about who gets credit and how much? How will you check the creditworthiness of new applicants? What terms will you offer your customers; i.e., how much credit and when is payment due? Will you offer prompt payment discounts (hint: do this only if it is usual and customary in your industry). Do you know what it will cost you to extend credit? Have you built the costs into your prices?



Self-Check -2

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is business operations? (2pts)
2. What are the daily operation of the business in the dairy animal farm?(3pts)

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____



Information Sheet-3

Discussing and understanding Simulations on the development plan

Plan is a blue print for goal achievement & specifies the necessary resource, schedule, task & other tasks.

Importance of planning

- Guide to action
- Rational for decision
- Standard of performance
- Source of motivation

Areas of planning

He/she should start planning by defining

- The resources available to him presently
- What goal can be achieved with in constraints of available resources
- Coordination ,mobilization of the resources to achieve his goal I shortest possible time

Internal

The business man should analyze his present strengths and weakness and availability of internal resources and how these resources can be effectively mobilized.

Market

The business man should check if his plans are supported by demand, who will buy at what price, competition with others

Environment

Business man always takes in to account the external factors affecting him but cannot be controlled i.e.

- Government polices
- Changing trends in social customs and culture and effect of environment on his product demand



Principles of small enterprise

- even an insignificant information is better than no information
- Most difficult part of planning is to start, once started, it is then easy to proceed ahead
- Through investigation of basis of ventures, its customers and environment
- alternative opportunities should be developed based on anticipated needs of the customer and internal resources
- effective planning needs creativity and constructive thinking
- Planning should be continuous, periodically reviewed, updated with feed back
- It should be possible to implement the plans
- planning should be supplemented by performance reporting

Procedure for starting small business

- There is certain procedural requirement for setting up a small scale business. Setting up an industrial enterprise consists of the fulfillment of a programme within the main parts
 - technical
 - financial
 - time schedule and legal obligations

Time schedule plan for starting a business

- decide to go in to business
- Analysis of strengths and weakness
- Selection of product or services
- Assessment of potential market share
- Site selection
- Preparation of financial plan
- Preparation of market plan
- Borrow funds to begin



Human resources

Management & planning of human resources is an important aspect of business operation. The work culture of an enterprise depends on:

1. Training & care of employees
2. Structure of wages and benefits
3. personnel policies and practices
4. quality of leadership over a period of time

The system and practices of enterprise including quality control, production planning control, safety of men and equipment, all depends up on the work culture of the enterprise.



Self-Check -3

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. what are the factors affecting for work culture of an enterprise (3pts)
2. What is the Importance of planning? (3pts)
3. During Setting up an industrial enterprise what are the main parts consists for the fulfillment of a programme. (3pts)

Note: Satisfactory rating - 9 points

Unsatisfactory - below 9 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short

Answer

1. _____

2. _____

3. _____



Information Sheet-4

Marketing the business operation

Marketing is Association of the activities, set of institution and process for creating, communicating, delivering and exchanging offers that have value for customers, client's partners and society at large.

The Five Key Steps of the Marketing Process

1. Targeting Consumer Wants

The first step of the marketing process is analyzing and comprehending the current marketplace. Understanding what people want is essential to beginning a successful marketing campaign. After finding a potential niche for a product or service, marketers must conduct research about competitors and similar items currently available on the market. After identifying these factors, an overall plan must be established to launch the good or service. Sales methods, franchising, and partnerships are all aspects of the product launch that must be examined before production can take place.

2. Establishing a Consumer-Driven Sales Strategy

After finding a profitable niche, a unique strategy must be established to market to the intended target audience. This step of the marketing process is essential, as a method must be constructed that not only will be profitable for the company, but also for the consumers. Market segment analysis is often done to break down the population into smaller groups, so the target audience can be found.

3. Creating Consumer Value

The next step of the marketing process is finding a way to create a product that offers consumers value for their money. In this step, the four "P's" of marketing come into play. The first "P" is the product itself; it needs to be something society wants. Additionally, it must be well made and fill a void present in the market. The next "P" in this step of the marketing process is the price of the good or service. Researchers must conduct surveys to establish a price that consumers will pay, without feeling ripped off or cheated. Place is the next "P" that plays a role in marketing. Different venues need different goods or services, so by establishing where the product or service will launch is essential. Finally,



promotion methods that accurately represent the good or service to the market need to be laid out.

The marketing mix elements base on the 4Ps which are associated with the 4Cs.

4Ps	4Cs
- Product	Customer solution
- Price	Customer cost
- Promotion	Communication
- Place	Convenience

4. Maintaining Consumer Satisfaction

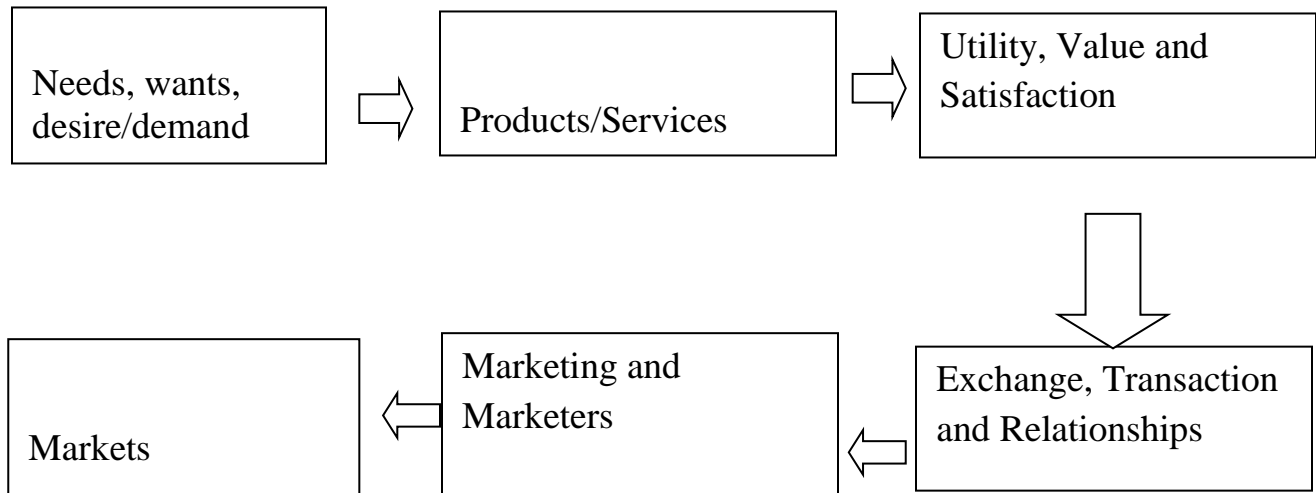
After the product has been officially launched, keeping up consumer satisfaction is essential to the marketing process. In order to expand the current market share of a good or service, new customers must constantly be found, acquired, and convinced to purchase from you. If the company’s reputation is not maintained properly, it can become increasingly difficult to find additional consumers interested in your good or service. In addition, people that have already purchased from your company must be treated properly. Mistreating this group of people will not only lead to negative publicity, but can also harm your chances of having repeat business in the future?

5. Creating Profits for the Company

The final step of the marketing process is a culmination of all of the pervious steps. When all of the other parts of the process are running smoothly, a company should be operating profitably. If a service is being marketed, customer retention is essential for turning a profit. If consumers believe they are receiving value, they will typically remain loyal to your brand, which is extremely valuable in the long run.

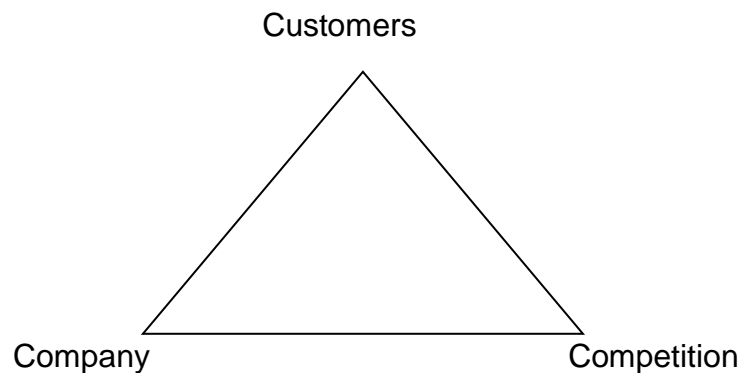
The marketing activities of businesses revolve around the following core concepts of marketing:

- Needs, wants, desire/demand
- Products, utility, values and satisfaction
- Exchange, transaction, and relationships
- Markets, marketing and marketers.



The emerging approach to micro, small and medium enterprises development has many parallels to the recent revolution in microfinance. Business success rely on how organizations manage their marketing. Marketing is responsible for assuring the customers know and are informed about the products or services you have to offer.

The marketing triangle:



A customer is anyone who is in the market looking at a product / service for attention, acquisition, use or consumption that satisfies a want or a need.

Value - the value or benefits the customers gain from using the product versus the cost of obtaining the product.

Satisfaction - Based on a comparison of performance and expectations.



As a priority, we must bring to our customers “what they need”. We must be in a position to understand their problems. Or in a new situation to give them a chance to avoid the problems.

The 4 Steps of a Successful Marketing Process

Whether you're working on a high-level marketing plan or the details of a particular marketing campaign, there are four steps that you need to follow if you want the marketing process to be successful. Of course, the real starting point of the marketing process is always your overall business goals, since your marketing program will be designed to help you accomplish these. Once your business goals are defined, here are the four steps of a successful marketing process:

1. Discovery: What's going on in your marketplace? What are the best target markets for your product or service? Where are your current customers located? What is your competition doing? Discovery is all about doing your research and performing a detailed market, customer and competitive analysis. Taking the time to do this will ensure that your plans are based on metrics and reality rather than on gut feelings and wishful thinking.

2. Strategy: All of the information you gather in step #1 is then used to help make your decisions as you create your marketing plans. How will you go to market? What is your overall marketing strategy and what are your individual campaign strategies? Before you move forward you'll need to clearly define goals and objectives, determine the appropriate marketing channels, etc.

3. Implementation: Implementation is where you put your targeted, cost-effective marketing campaigns into action. Before you implement, though, you need to be sure that you have all of the pieces in place. Do you have the resources to complete the implementation in-house, or do you need to bring in third-party vendors to get the job done? Have you thought of all of the information you need to collect from responders in order to allow for back-end campaign metrics, and put systems in place to ensure this data is captured? Is everyone in the company aware of the campaign?



Measurement: The measurement phase of the marketing process is where you take a close look at the results of the campaign in order to refine your strategies before moving forward. Measuring results enables you to make intelligent decisions regarding how to allocate resources for the next move.



Self-Check -4

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the core concepts of marketing activities of businesses revolve?(2pts)
2. List four Steps of for Successful Marketing Process. (2pts)
3. What is marketing in business area. (2pts)

Note: Satisfactory rating - 6 points

Unsatisfactory - below 6 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____

3. _____

Monitoring is a systematic effort to set performance standards with planning objectives, to design information feedback systems, to compare actual performance with this predetermined standards, to determine whether there are any deviations and to measure their significance and to take any action required to assure that all organizational resources are being used in the most effective and efficient way possible in achieving organizational objective

Monitoring your business activity creates significant value for your enterprise. Whereas managing business performance emphasizes strategy life-cycle management, monitoring business activity focuses on business operations and addresses the management of operational performance. It helps you achieve excellence in your business processes. A holistic performance management initiative mandates that you seamlessly integrate and synergize both levels – operational and strategic. This approach serves your current and future business-planning mandate by helping you differentiate your company through innovation as you increase efficiency by optimizing business processes.

Monitoring process

An initial view of the control process reveals that it consists of three basic steps applicable to any persons, items, or processes being controlled.

The three steps are as follows:

1. **Setting standards:** - a standard is a measuring device, quantitative or qualitative, that is designed to help monitor the performance of people, capital, goods, or processes. Standards for comparison can apply to personnel, marketing, production, financial operations, and soon.
2. **Measuring performance:** - asks managers and others to measure performance and determine if performance is in line with the standards. In this step, we should measure the actual performance with standards, when the actual performance



matches with the standards; we should not go to the next step. However, when the person or the manager identifies any deviation, he/she takes corrective action.

3. **Taking corrective action.** Management has noted that a deviation from a standard. A cause or causes for the deviation have been determined. Determining the precise action to take will depend on three things: the standard, the accuracy of the measurements that determined that deviation exists, and the diagnosis of the person or device investigating the cause for the deviation.

Areas of activities where monitoring is required:

- | | |
|------------|----------------|
| 1. Sales | 2. Out puts |
| 3. Profits | 4. Quality and |
| 5. Costs | 6. Labor |



Self-Check -5

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the three basic steps control process reveals of the business.(2pts)
2. Where the activities business area is monitoring required. (2pts)

Note: Satisfactory rating - 4 points

Unsatisfactory - below 4 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____



Information Sheet-6

Maintaining Legal documents ,recording and updating

Listed below is a detailed summary of the bureaucratic and legal hurdles an entrepreneur must overcome in order to incorporate and register a new firm, along with their associated time and set-up costs. It examines the procedures, time and cost involved in launching a commercial or industrial firm.

6.1. Partnership agreement

A partnership agreement allows you to structure your relationship with your partners in a way that suits your business. You and your partners can establish the shares of profits (or losses) each partner will take, the responsibilities of each partner, what will happen to the business if a partner leaves, and other important guidelines.

Here's a list of the major areas that most partnership agreements cover. You and your partners-to-be should consider these issues before you put the terms in writing:

- Name of the partnership
- Contributions to the partnership
- Allocation of profits, losses, and draws
- Partners' authority
- Partnership decision making Management duties
- Admitting new partners
- Withdrawal or death of a partner
- Resolving disputes

6.2. Statutory Books

Statutory Books are the official records kept by the company relating to all legal and statutory matters. A company's statutory books are usually kept at the registered office of the company.

The Books should be available to the general public for inspection during reasonable office hours.



The typical contents of a company's statutory book are:

- * the register of shareholders
- * the register of company directors and secretaries
- * the register of company directors' interests
- * the register of charges
- * the register of interests in shares if the company is a PLC.

6.3. Certificate of incorporation

A **certificate of incorporation** is a legal document relating to the formation of a company or corporation. It is a license to form a corporation issued by state government. Its precise meaning depends upon the legal system in which it is used.

6.4. Franchise agreement

This document is the legal binding contract between the franchisor and the franchisee. It is a meaty document and covers the nitty-gritty detail pertaining to the obligations of the parties (franchisor and franchisee), financial intricacies, operational procedures, length and validity of contract and renewal rights.

6.5. Financial documents

Financial documents, also known as financial statements, are used for reporting financial information about a business, in a standardized format. Standard financial documents include a balance sheet, an income statement, and a cash flow statement.

6.6. Constitutional documents

The Company's Memorandum of Association sets out the objects and powers of the Company. The Articles of Association detail the rights attaching to each share class, the method by which the Company's shares can be purchased or re-issued, the provision which apply to the holding of and voting at general meetings; and the rules relating to the Directors, including their appointment, retirement, re-election, duties and powers.



Self-Check -6

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. When you are writing partnership agreements what issues should be cover?(3pts)
2. Write the typical contents of a company's statutory book exist?(2pts)

Note: Satisfactory rating - 15 points

Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____



Information Sheet-7

Negotiating and securing contracts Contractual procurement rights for goods and services

Procurement:-is the process of obtaining goods and services from preparation and processing of a requisition through to receipt and approval of the invoice for payment.

It commonly involves:

1. purchase planning
2. standards determination
3. specifications development
4. supplier research and selection
5. value analysis
6. financing
7. price negotiation
8. making the purchase
9. supply contract administration
10. inventory control and stores
11. disposals and other related functions.

Procurement is the acquisition of goods and/or services. It is favorable that the goods/services are appropriate and that they are procured at the best possible cost to meet the needs of the purchaser in terms of quality and quantity, time, and location. Corporations and public bodies often define processes intended to promote fair and open competition for their business while minimizing exposure to fraud and collusion.

Benefits of procurement contracts

- **Standardize contract processes:** create quality contracts faster and reduce risk by implementing enterprise standards, policies that govern their use, and tools to allow flexible administration
- **Reduce time-to-contract:** cut negotiation-cycle time with a flexible workflow and revision process that makes legal and commercial terms immediately visible to selected parties.



- **Drive contract compliance:** track compliance and review the contract details throughout the entire contract lifecycle.

Stages of procurement

1. Need identification: The procurement process begins with the identification of a purchasing need.
2. Pre-Solicitation: the procurement professional determines the needed goods/services.
3. Solicitation Preparation: the procurement professional identifies stakeholders and critical business requirements, conducting market analysis and selects the best solicitation method to acquire the needed goods/services.
4. Solicitation Process: provides a brief overview of the sourcing tools used by the entities.
5. Evaluation Process: during the evaluation process, the issuing officer in conjunction with the evaluation committee (if any) will review and evaluate the suppliers' responses to determine which suppliers are responsive and responsible.
6. Award Process: begins once the state entity is ready to publicly announce the results of the evaluation process. Once the results of the evaluation process have been published, suppliers may review procurement documents.
7. Contract Process: the contract process begins once the state entity has finalized contract award.



Self-Check -7

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the stage of procurement. (3pts)
2. What is procurement in business operation?(2pts)
3. List the benefits of procurement contracts of business?(3pts)

Note: Satisfactory rating - 8 points

Unsatisfactory - below 8 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____

3. _____



Operation sheet-1

procurement of Stages

Stages to be followed for procurement

Step 1: Need identification

Step 2. Pre-Solicitation

Step 3. Solicitation Preparation

Step 4. Solicitation Process

Step 5. Evaluation Process

Step 6. Award Process

Step 7. Contract Process



LAP Test	Practical Demonstration
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 2 hour.

Task 1 procurement of Stages



8.1. Leasing property

A lease is a contract between an owner and a user of property. In business lease agreements, the owner (commonly known in lease arrangements as the lesser) receives financial compensation and in exchange, the tenant (also known as lessee) is given the right to operate his or her business on the property. There are many different types of property lease arrangements that can be made, and many different considerations that business owners should weigh before entering into such a contract.

8.2. Types of property leases

Full Service Lease: This type of lease is used primarily in multi-tenant office buildings. In essence, lessees who agree to such arrangements pay a single lump sum for a wide range of supplementary services in addition to the lease payment.

Gross Lease: Under the terms of a gross lease contract, the lessee pays the lessor a gross amount for rent (as well as sales tax when applicable). Property costs such as property taxes, insurance, and maintenance are the responsibility of the landlord, while the tenant is responsible for utilities that it uses. Sometimes the lease contract will include provisions that require the tenant to cover property costs that go over a certain specified level.

Net Lease: The net lease is the most universal of the various lease contract types. Under the terms of a net lease, the tenant pays the landlord a base rent as well as an additional sum that covers the tenant's share of property taxes on the facility.

Percentage Lease: This arrangement calls for tenants to pay a base rent and/or a percentage of the lessee's gross revenue. This lease arrangement is a favorite of lessors with property in coveted retail areas; the percentage lease is not favored by tenants, but the laws of supply and demand often make it possible for owners of desirable property to insist on it. For small business owners who sign such leases, it is important that they fully understand what the contract defines as "gross revenue."

Advantages and disadvantages leasing and buying

Understanding the advantages and disadvantages of each option is also critical to your decision-making process. The following tables briefly outline the general advantages and disadvantages of both leasing and buying premises.

Leasing		Buying	
Advantages	Disadvantages	Advantages	Disadvantages
No capital required.	-Because you are subject to a lease you are also subject to variations in rent, including increases. This is despite how well your business is doing.	In times of inflation, real estate is a good investment. Rising rents become an asset rather than a danger to the owner.	Ownership of premises generally ties up capital which may be better invested elsewhere in the business.
If the business is terminated, the tenant may be able to sublet, so the financial loss is minimised.	The landlord may decide to sell the premises. As a result you may be forced to move your business elsewhere. Disruption and loss of customer base may ensue.	Any improvements to the premises become the owner's property, and add to the value of the owner's investment.	You are tied to one spot. You cannot move easily, especially if you find the market isn't there or the area changes.
The tenant may not be responsible for property tax, fire insurance, maintenance and repairs.	You do not have an investment in the property.	Mortgage loans may be used to finance the purchase, so that the actual monthly cash needed from the business may not be that much greater than a lease.	
If the premises become unsuitable, they can be abandoned on expiry of the lease, with no further commitment.		An owner may deduct capital costs on the building as well as maintenance and repair expenses.	



Self-Check -8

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Mention the advantage and disadvantage of leasing/ownership of business premises.(5pts)
2. What is leasing property? (2pts)
3. Write the types of property leases? (3pts)

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____

3. _____



Reference

- Grant, Tavia. MicroLoans: Help for the really small business. The Globe and Mail. January 16, 2006.
- <http://www.corp21.com/download/AssessingBusOp030720.pdf>
- Factors of organization and management: The role of the manager
- Business Opportunity Identification and Selection; Dr. Neeraj Pandey, Assistant Professor, LM Thapar School of Management
- http://www.ehow.com/info_10017699_six-criteria-assessing-new-business-opportunities.html
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Dairy production

Level-II

Learning Guide-68

Unit of Competence: Develop Business practices

Module Title: Developing Business practices

LG Code: AGR DRP2M18 LO4-LG-68

Code: AGR DRP2TTLM 1219v1

**LO4: Review implementation process
and take corrective measures**



Instruction Sheet

Learning Guide # 68

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Developing and implementing review process
- Identifying improvements in business operation
- Implementing and monitoring improvements

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- ✚ Develop and implement review process
- ✚ Identifying improvements in business operation
- ✚ Implementing and monitoring improvements

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 7.
3. Read the information written in the information “Sheet 1, Sheet 2, Sheet and sheet 3
4. Accomplish the “Self-check 1, Self-check 2, and Self-check 3 in page -107, 110 and 115 respectively.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1 and Operation Sheet 2” in page -111 and 116 respectively.
6. Do the “LAP test” in page – 112 and 117 (if you are ready).
7. Then processed to the next learning guide



Information sheet-1

Reviewing business implementation process

A **process** is a lateral or horizontal organizational form, that encapsulates the interdependence of tasks, roles, people, departments and functions required providing a customer with a product or service.

A **business process** is comprised of the people who conduct it, the tools they use to assist them, the procedures they follow and the flows of material and information between the various people, groups and sub-activities. The reasons of Enterprises to use BPR are: to improving efficient business processes, to be industrial leader, to reorganize business functions, and to improve current industry position.

Successful businesses usually use feedback to improve upon the ways things are done. What part of your marketing plan isn't working? Can you improve it? Should you discontinue it? What have customers told you about your product? Is it suitable to the market you envisioned? Run with your marketing strengths. Reevaluate, improve, or drop your marketing weaknesses. Seek new and better methods of marketing your product.

The operational plan is an essential component to your business plan and it tells the reviewer how you're going to get your product/service out to market. That is, how are you going to get your product out of the production stage to the doorstep of you target customer?

- Who is doing what?
- What are the day to day activities?
- How will the suppliers and vendors be used?
- What are the labor requirements?
- What are the sources of raw materials?

Business plan reviewer gives this section a lot of weight because she wants to know what you and your employees are doing to get your product/service out to market. How you keep track of inventory or what type of equipment you need may seem obvious to you,



but remember, the reader doesn't know this. These activities may seem like the kind of details that take care of themselves but these are fundamental and critical for your business success. Why? This is where you translate theory into the practice.

If you are planning to present your plan to a third party reviewer, ask yourself these two questions:

1. Will the reviewer understand the content?
2. How important is the content to the overall understanding and appreciation of the business plan?

The relative importance of an operational plan will depend on the nature of the business. A production facility will probably require significant attention to operational issues.



Self-Check -1

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is a business process?(2pts)
2. If you are planning to present your plan to a third party reviewer process. So what are the two questions rises. (3pts)

Note: Satisfactory rating - 15 points

Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____



Information sheet-2

Identifying improvements in business operation

Business process improvement (BPI) is a strategic planning methodology aimed at identifying the operations or employee skills that could be improved to encourage smoother procedures, more efficient workflow and overall business growth. This process can also be referred to as functional process improvement.

The purpose of business process improvement is to meet customer demands and business goals more effectively. Rather than drawing out change management in incremental steps, BPI seeks to bring drastic transformation in an organization's performance.

The success of the business refers to:

- Correlations with business partners,
- the improvement of the quality of products and services,
- the reduction in prices and shortening the delivery times, and
- Improvement of its processes, resulting in increased profit while simultaneously decreasing the total costs.

In order to achieve the objectives, companies are required to conduct business engineering. Today it is necessary to redouble efforts to improve the efficiency of processes that have a positive impact on financial performance.

A business process improvement (BPI) typically involves six steps:

1. Selection of process teams and leader

Process teams, comprising 2-4 employees from various departments that are involved in the particular process, is set up. Each team selects a process team leader, typically the person who is responsible for running the respective process.

2. Process analysis training:-The selected process team members are trained in process analysis and documentation techniques.

3. Process analysis interview:-The members of the process teams conduct several interviews with people working along the processes. During the interview, they gather information about process structure, as well as process performance data.



4. Process documentation:-The interview results are used to draw a first process map. Previously existing process descriptions are reviewed and integrated, wherever possible. Possible process improvements, discussed during the interview, are integrated into the process maps.

Review cycle:-The draft documentation is then reviewed by the employees working in the process. Additional review cycles may be necessary in order to achieve a common view (mental image) of the process with all concerned employees. This stage is an iterative process.

6. Problem analysis:-A thorough analysis of process problems can then be conducted, based on the process map, and information gathered about the process. At this time of the project, process goal information from the strategy audit is available as well, and is used to derive measures for process improvement.



Self-Check -2

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the purpose of business process improvement?(2pts)
2. Write the typically six steps for using of business process improvement.(3pts)

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer

1. _____

2. _____

**Operation Sheet- 1****Process for business improvement operation**

Steps of a business process improvement (BPI)

Step1. Selection of process teams and leader

Step2. Process analysis training

Step3. Process analysis interview

Step4. Process documentation

Step5. Review cycle.

Step6. Problem analysis



LAP Test	Practical Demonstration
-----------------	--------------------------------

Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3 hour.

Task 1 Steps to be followed for business improvement process.



Information sheet-3

Implementing and monitoring improvements

To implement changes that have a real effect on the whole organization, look at every change from the customer's viewpoint and before starting to use the many tools and techniques that are available, develop a simple plan that will work:

- a. Have a vision:
- b. What are the business's objectives?
- c. What is working well?
- d. What do we need to change?
- e. Decide what help you will need from consultants and trainers.
- f. Read books and use the internet to collect information

In reality, the first step towards performance improvement is defining your goal. Following a goal setting process will ensure that performance enhancement is made.

The Goal Setting Process

There are seven steps to setting the goals that will achieve your objectives and improve your performance. Using the above example of improving sales to explain the goal setting process, the seven steps are as follows:

1. Define what you wish to achieve

To begin the process, consider what it is that you broadly want to achieve. For example, you wish to improve your performance by increasing sales.

2. Make sure that your goal is specific and time bound

Once you have determined the broad area of improvement you will need to define your goal more specifically. If you are not specific in your goals then it will be difficult to achieve it, especially if you have not set a timeframe for achievement.



3. State your goals appropriately

The annoying thing is you may have set SMART (specific, measurable, achievable, realistic and time bound) objectives perfectly.

4. Record your goal and have leverage

The more information you give it, the more clarity the final outcome has. Once you have recorded the goal you will need to write down the factors that will motivate you to achieve the goal. It helps to know whether you are motivated towards or away from things.

5. Check your priorities and resources

If you have more than one goal, you will need to prioritize them to ensure that they do not conflict with each other in terms of deadlines and values.

6. Chunk your goals and make yourself accountable

To achieve goals you can chunk it down to smaller goals. This process will enable you to set manageable smaller goals that work towards the larger goal. Make yourself accountable, by telling someone of your goals. This will help focus you on achievement.

7. Check and review progress

This is the final step. It is important to ensure that everything that you do is working towards the performance improvement. By checking and reviewing progress you will be able to adjust your performance accordingly.



Self-Check -3

Written Test

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the seven steps as follows Goal Setting Process.(5pts)

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer

1. _____



Operation Sheet- 1

Goal setting process

Steps for goal setting process

- Step 1. Define what you wish to achieve
- Step 2. Make sure that your goal is specific and time bound
- Step 3. State your goals appropriately
- Step 4. Record your goal and have leverage
- Step 5. Check your priorities and resources
- Step 6. Chunk your goals and make yourself accountable
- Step 7. Check and review progress



LAP Test	Practical Demonstration
-----------------	--------------------------------

Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 2 hour.

Task 1 Steps to be followed for goal setting process



Reference

- Aspire Training & Consulting, 2008, Establish effective workplace relationships, Aspire Training & Consulting, Melbourne.
- British Standards Institution, 2010, Collaborative business relationships: a framework specification, British Standards Institution, London.
- <https://www.cebos.com/blog/how-to-plan-and-implement-an-effective-corrective-action-system-7-key-steps/>
- http://www.localmanagement.eu/index.php/mue25:mue_implementation
- <https://www.pmc.gov.au/sites/default/files/files/pmc/implementation-toolkit-5-monitoring.pdf>



Dairy production

Level-II

Learning Guide-69

Unit of Competence: Develop Business practices

Module Title: Developing Business practices

LG Code: AGR DRP2M18 LO5-LG-69

Code: AGR DRP2TTLM 1219v1

LO5: Establish contact with customers and clarify needs of customer



Instruction Sheet

Learning Guide # 69

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Developing and discussing persuasion strategies
- Greeting Welcoming customer environment
- Maintenance of welcoming customer environment
- Providing Information to satisfy customer needs
- Gathering information on customers and service history
- Maintenance of customer data
- Assessing customer needs
- Documenting customer details
- Conducting negotiations in a business-like and professional manner.
- Maximizing benefits for all parties in
- communicating results of negotiations to appropriate colleagues and stakeholders
- Opportunities to maintain regular contact with customers

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to:

- ✚ Develop and discuss persuasion strategies
- ✚ Greet Welcoming customer environment
- ✚ Maintenance of welcoming customer environment
- ✚ Provide Information to satisfy customer needs
- ✚ Gather information on customers and service history
- ✚ Maintenance of customer data
- ✚ Assess customer needs
- ✚ Document customer details
- ✚ Conduct negotiations in a business-like and professional manner.
- ✚ Maximize benefits for all parties in
- ✚ communicate results of negotiations to appropriate colleagues and stakeholders
- ✚ Opportunities to maintain regular contact with customers



Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 7.
3. Read the information written in the information “Sheet 1, Sheet 2, Sheet 3,&Sheet4
4. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4, Self-check 5, Self-check 6, Self-check 7, Self-check 8 Self-check 9, Self-check 10, self-check 11 and Self-check 12” **in page -123, 126, 129,132,139,141,145,148,151,154,157 and 161** respectively.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1 and Operation Sheet 2” **in page -133.**
6. Do the “LAP test” **in page – 134** (if you are ready).
7. Then processed to the next learning guide.



1.1. Persuasion strategies

It defines as the tactics used to influence customers to believe and buy a product/service. The following are different kinds of strategies that the business owner use to convince his or customers

1. **Claim:** State your argument.

Example: I am going to try to convince you that chocolate is a healthy snack.

2. **Research/ Logos:** reliable research can help your argument seem convincing

Example: A recent study found that students who watch TV during the week don't do as well in school.

3. **Big Names:** Important people or experts can make your argument seem more convincing

4. **Ethos:** If people believe and trust in you, you are more likely to persuade them

Example: Believe me! I have been there before, I am just like you.

5. **Kairos:** try to convince your customer that this good/product is so important. They should act now. This is done by creating urge on them

Example: this is a onetime offer. You can't get this price after today

6. **Pathos/ Emotive language:** Appeals to the customer's emotion. Demonstrating the quality or power in actual life experience or in literature, music and speech. Example: Give money to our charity in order to save the life of elders' people

7. **Repetition/slogan:** Repeating keywords or phrases

Example: "Yes we can!" "Yes we can!" "Yes we can!" From Obama's presidential campaign.

Activity: Assume that you have potential customers. Create your convincing message for your customers by picking one strategy from the above on which we discussed before.



Self-Check -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are strategies that the business owner use to convince his or customers? (5pts)

Note: Satisfactory rating – 5 points Unsatisfactory - below 5points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer sheet

Name: _____

Date: _____

1. _____



Information sheet-2	Enterprise policies and procedures for customer handling
----------------------------	---

As part of risk management, it's important to have clear policies and procedures in the work place.

2.1 Common policies and procedures for customer handling

Your business might benefit from a number of different policies and procedures. Although not all of them will be relevant to your business, you could consider what your house rules might be on:

- code of conduct — this should also cover privacy and conflicts of interest
- discipline, misconduct and employment investigations
- health and safety
- holidays and leave
- hours of work and overtime, including time in lieu and flexible work arrangements
- information security
- internet, e-mail and social media use
- leaving the business
- performance appraisals
- recruitment, including reference checking
- resolving employment issues
- training and development
- travel
- use of company equipment
- how to handle customer complaints.



2.2. Types of policies for your business

Consider having policies for:

- selling goods and services
- good customer service and staff clothing
- managing stress and mental health
- conflict of interest
- workplace health and safety, including what to do in an emergency
- appropriate use of resources such as computers, internet and social media
- recruitment

Tips for better policies and processes in your business

By having policies and processes in place, you create standards and values for your business. They can also improve the way your customers and staff deal with your business.

- Identify key processes and tasks in your business, and develop standard operating procedures (SOPs) for each.
- Allow your staff to contribute to the SOPs and regularly review your processes.
- Ensure your policies are documented and accessible.
- Make important procedures such as first-aid and emergency exits clearly visible.
- Communicate your policies to your staff. Help them to understand them and why they are important.
- Educate staff on procedures that are specific to a certain role.



Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the Common policies and procedures for handling of customer. (6 Points)
2. List the Types of policies for your business. (4Points)

Note: Satisfactory rating – 10 points Unsatisfactory – 10 below points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____



Information sheet-3	Maintaining welcoming customer environment
----------------------------	---

Meeting and greeting your customers properly is such a basic concept that it's frequently overlooked.

Enterprise play a pivotal role for the development of country and therefore it is a priority that Enterprise are rendered with support not only in the developing countries but also in developed countries. Enterprises are, as a matter of fact, the backbone of the public sector, the main source of innovation, and furthermore they can create job opportunities, reduce poverty, enable entrepreneurship and have a tendency to respond to entrepreneurship and market demand. Thus, it is actually the driving force for the development of a country as it can direct the development during the period of economic instability.

The followings which are obstacles for small and medium enterprises development shall be emphasized

- ♣ Potential false trading practices in competing for market share;
- ♣ Potential false practices of business owners with self-interest who will take advantage on policy and opportunities indented for technicians who are willing to set up Enterprise that cannot afford for the investment;
- ♣ Initial capital investment to be allocated in advance for technical and financial support;
- ♣ Utilization of appropriate means and technology to dispose solid, liquid and gas waste for having minimum environmental impact;
- ♣ Controlling the release of toxic gas including greenhouse gas, vapor and elements;
- ♣ Obtaining prior permission or initial environmental assessment or environmental impact analysis;
- ♣ Conducting impact assessment on socio-economic environment, health and devastation natural disaster.



In order to promote domestic Enterprise the following issues shall carry on through policies and procedure

- ❖ Encouraging supporting enterprises that can create linkage to the domestic and foreign markets;
- ❖ Carrying out the transfer of technology and knowledge and investment promotion in cooperation with local and international organizations;
- ❖ Encouraging human resource development and employment opportunities;
- ❖ Encouraging the promotion of information and research activities and to make the smooth processes by eliminating obstacles;
- ❖ Undertaking the development of entrepreneurial businesses;
- ❖ Undertaking the development of business development services;
- ❖ Enabling the participation of entrepreneurs and enterprise in regional business activities;
- ❖ Enabling the economic development pattern that creates the sustainability and the capacity of enterprise
- ❖ Focusing the shift from import substitution to export oriented system



Self-Check -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What shall be carried out to enable conducive business environment for enterprise development (6 Points)
2. What are the issues shall carry on through policies and procedure to promote domestic Enterprise. (4Points)

Note: Satisfactory rating – 10 points Unsatisfactory –10 below points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____



Information sheet-4	providing information to satisfy customer needs
----------------------------	--

In order to gather the information you need to begin a plan with a new client, asking a series of questions to determine the specific problem they want to fix would be the possible approach.

There are five steps that can be used by any business activity to gather information to know customers' needs/wants.

1. Talk to customers

Develop a list of five to 10 open-ended and multiple choice questions designed to stimulate information from customers about how they perceive your service/product and the level of service you deliver. These interviews can be conducted one-on-one with customers over the phone, or in small focus groups of five to ten people.

2. Listen to employees

While organizations might think customer service challenges are only about the customers, they are often surprised to learn the employees who work with customers have some valuable ideas about customer service. Developing a confidential, unspecified survey that employees take electronically can be a game changer. Because it's anonymous, employees who might not feel comfortable talking with managers open up with their observations, challenges and even suggestions. The results of an employee survey often reveal that customers and employees are more on the same page than management ever imagined.

3. Address the real issues

Armed with solid, realistic information from both customers and employees, business leaders can begin to address the real problems they're facing to deliver quality customer service. They may begin to develop processes and procedures that will ensure outstanding service. They may find that additional training is needed for employees. They may also find creative and productive ways to create on-going communication with customers.



4. Reality check with customers

Although it may seem like the hard work is over, it's crucial that companies continue to measure customer satisfaction, either through one-on-one conversations, focus groups, hand-written questionnaires, or a confidential electronic survey.

5. Develop on-going processes for working with customers

As the pieces of the customer service puzzle start to fall into place, and the company has a clearer understanding of what its customers and employees need to deliver outstanding service, it's crucial to invest the time into developing a plan that will ensure continuing high levels of service. Without formal policies, procedures, and processes to support the commitment to service, the company might find itself falling back into old practices by ignoring its customers' needs and desires.

Activity: Develop a questioners and go out and conduct interview with your potential ideal customers. What additional information do you get? Share your experience with your classmate.



Self-Check -4	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the five steps that can be used by any business activity to gather information to know customers' needs/wants? (10 pts)

Note: Satisfactory rating – 10 points Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____



Operation Sheet- 4

Steps for gather information

Steps for Gather information to know customers' needs /wants

Step 1. Talk to customers

Step 2. Listen to employees

Step 3. Address the real issues

Step 4. Reality check with customers

Step 5. Develop on-going processes for working with customers



LAP Test	Practical Demonstration
-----------------	--------------------------------

Name: _____ Date: _____

Time started: _____ Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform the following tasks within 3 hour.

Task 1 Steps for Gather information of know customers' needs /wants



Information sheet-5	Gathering Information on customers and service history
----------------------------	---

The business owner gathered information. Now how does information analysis? Customer Information analysis consist two parts. The first one is information which focused on their need/wants or problems. The other one is Information which focused on customer profile, product or service and invoices

What things should be considered to analysis customers' needs/ problems? Here is worked example.

Assume that *Almaz* wants to start a business on dairy farm. She collected all the information from her potential customer's .Now she wants to analysis. Thus she will use the following steps.



Name/group of customers	Customers have suppressed need: needs they don't even know they have	Customers struggle to articulate their needs	Customers' needs change quickly over time	Customers won't know what they want until they see it	It is impossible to ever know all the customer's needs
NGO Employee	Most potential customer don't know what kind of dairy do they have of use for the protection of their deficiency of nutrient	Few customers even have difficulty to get what kind of service do they want to get	Different dairy product is a dynamic need they want to get from the dairy producer.	Most customers want quality milk	It is very difficult to know convenience tie of them. As a result of this they may face a challenge of not using their time properly after they milk shed

Thus based on the above example now you will articulate and categorized the information for other potential customers. What new things know about your potential customers? Here the business owner will help the customer to reach on purchasing decision and the business owner will also know about their customers post purchase behavior.

The second one which mentioned earlier is information about customer profile, your product/service and invoices. Please look the following template and do your own data base.



Easy Invoice Template

Sender Company, Address. Telephone, email

Invoice

Invoice Date

Mr. Customer

Order#

Product	Unit Price	Unit	Total
---------	------------	------	-------

Customers Database

Name	Address	Telephone	Email	Compiled Address

Product Data base

Product	Price/Unit

Self-Check -5	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Draw tables for product data base and customer data base (5 Points)

Note: Satisfactory rating – 5 points Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

Information sheet-6	Documenting and Maintaining Customer data to ensure database relevance and currency.
----------------------------	---

Maintain customer data used as:

Create a more personalized, pleasurable experience: By leveraging customer and consumer data, business owner can make personalized recommendations, inform shoppers of special offers and promotions that are most relevant to them and fully maximize cross-sell and up-sell opportunities to realize increased revenues

Customize promotions and special offers: Successfully analyzing and acting on customer, market and competitive data can help companies provide their customers with customized offers, appropriate marketing and ad campaigns, and the right deals

Get helpful product feedback and improve your products or services: companies can identify the specific products that each customer is likely to want, and the price they are willing to pay,

Improve your marketing: Big data enables marketers to understand the cross-channel behavior of prospects that become customers, meaning you can see the prospect-to-customer journey and the campaigns that influenced them the most.

Create new products or services: For instance, a sports equipment manufacturer could create a complimentary service providing guidance to athletes on how they optimize their workout regime, or a healthcare provider could use information from a fitness watch to provide personalized healthcare services to their clients

Provide better customer service: helps large organizations make sense of mass amounts of data in real time.

Improve organizational effectiveness and reduce risk and fraud: Many companies see customer insights as opportunities for cost savings. For example, by analyzing customer data, such as customer behaviors, companies are empowered with the insights needed to maximize efficiency, which can result in considerable savings.

Create shareable content: Use the data you've gathered – from surveys, for example and turn it into a well-designed, on social media to generate voices about your business.

Self-Check -6	Written Test
----------------------	---------------------

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Why customers data used in business (9 Points)

Note: Satisfactory rating – 9 points Unsatisfactory - below 9 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

Information sheet-7	Assessing customer needs accurately
---------------------	-------------------------------------

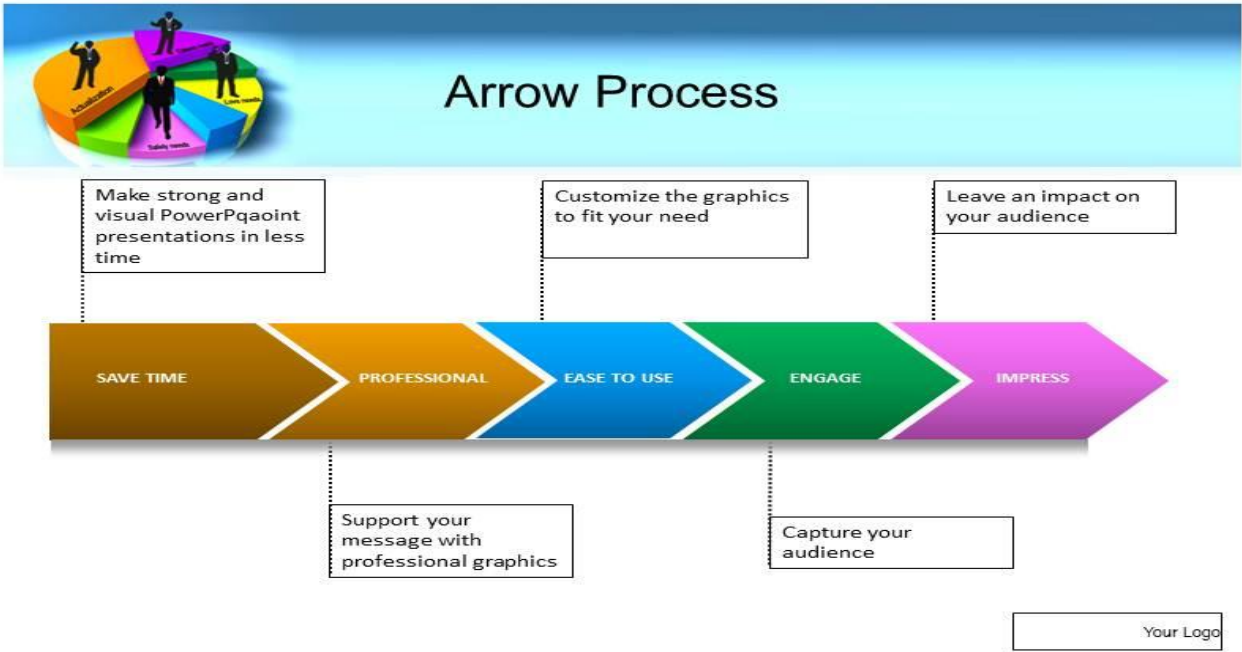
7.1 Assessment of Customer need against the products/services of the enterprise.

Enterprise customers need high touch treatment from customer success and additional facts about the product to fill gaps. This might take in terms of:

Product Customization: based on customer need/want or problem, the product will refine or brought different kinds of product

Professional Service: Scale professional services by level staffing to match the targeted new customers

Arrow process: in this process saving the tie of customers, professional service which is mentioned on the above points, easy to use engagement and impression of the customer is included. It is demonstrated in the following way:



Activity: Now come up with your customer analysis which we discussed earlier and demonstrate and elaborate against the business product/service.

Business Negotiations skill

The ability to negotiate requires a collection of interpersonal (communication with others) and communication skills used together to bring a desired result. The circumstances of negotiation occur when two parties or groups of individuals disagree on the solution for a

problem or the goal for a project or contract. The following are the skills that exist in a business transaction.

Problem Analysis

Effective negotiators must have the skills to analyze a problem to determine the interests of each party in the negotiation. A detailed problem analysis identifies the issue, the interested parties and the outcome goals.

For example, in an employer and employee contract negotiation, the problem or area where the parties disagree may be in salary or benefits. Identifying the issues for both sides can help to find a compromise for all parties

Preparation

Before entering a bargaining conversation either with customers or suppliers, the skilled negotiator prepared. Preparation includes determining goals, areas for trade and alternatives to the stated goals. In addition, negotiators study the history of the relationship between the two parties and past negotiations to find areas of agreement and common goals. Past instances and outcomes can set the tone for current negotiations.

Active Listening

Negotiators have the skills to listen actively to the other party during the debate. Active listening involves the ability to read body language as well as verbal communication. It is important to listen to the other party to find areas for compromise during the conversation. Instead of spending the bulk of the time in negotiation helps the virtues of his viewpoint, the skilled negotiator will spend more time listening to the other party.

Emotional Control

It is vital that a negotiator have the ability to keep his emotions in check during the negotiation. While a negotiation on contentious issues can be frustrating, allowing emotions to take control during the meeting can lead to unfavorable results. For example, a manager frustrated with the lack of progress during a salary negotiation may concede more than is acceptable to the organization in an attempt to end the frustration. On the other hand, employees negotiating a pay raise may become too emotionally involved to accept a compromise with management and take an all or nothing approach, which breaks down the communication between the two parties.

Verbal Communication

Negotiators must have the ability to communicate clearly and effectively to the other side during the negotiation. Misunderstandings can occur if the negotiator does not state his issue clearly. During a bargaining discussion, an effective negotiator must have the skills to state his desired outcome as well as his reasoning.

Collaboration and Teamwork

Negotiation is not necessarily a one side against another arrangement. Effective negotiators must have the skills to work together as a team and adopt a collaborative atmosphere during negotiations. Those involved in a negotiation on both sides of the issue must work together to reach an agreeable solution.

Problem Solving

Individuals with negotiation skills have the ability to seek a variety of solutions to problems. Instead of focusing on his ultimate goal for the negotiation, the individual with skills can focus on solving the problem, which may be a breakdown in communication, to benefit both sides of the issue.

Decision Making Ability

Leaders with negotiation skills have the ability to act decisively during a negotiation. It may be necessary during a bargaining arrangement to agree to a compromise quickly to end a stalemate.

Interpersonal Skills

Effective negotiators have the interpersonal skills to maintain a good working relationship with those involved in the negotiation. Negotiators with patience and the ability to persuade others without using manipulation can maintain a positive atmosphere during a difficult negotiation.

Ethics and Reliability

Ethical standards and reliability in an effective negotiator promote a trusting environment for negotiations. Both sides in a negotiation must trust that the other party will follow through on promises and agreements. A negotiator must have the skills to execute on his promises after bargaining ends.

Self-Check -7	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Why is important the aassessing of customer needs accurately (5 Points)

Note: Satisfactory rating – 5 points Unsatisfactory - below points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

Information sheet-8	Document customer details
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Why Good Documentation is essential?

An essential part of the quality assurance system and should exist for all aspects of GMP (Good Manufacturing Practice). Good documentation practice is an expected practice!

Correct, **c**omplete, **c**urrent, and **c**onsistent information effectively meet customer and stakeholder' requirements.

What constitutes Good Documentation?

- Approve, review and update documents
- Changes & current revision status of documents identified
- Relevant versions of applicable documents available at points of use
- Documents remain legible and readily identifiable
- Documents of external origin identified and their distribution controlled
- Prevent unintended use of obsolete documents.

Observations on poor documentation practices

- Document error correction not signed/dated, and didn't include a reason for the correction
- Write-over, multiple line-through and use of "White-out" or other masking
- Sample sequence table and audit trail not documented (if it's not documented, it didn't happen)
- SOP related to production, calibration, storage and maintenance not authorized by the QA head
- The delegation for the batch release, in case of absence of the QA manager, not recorded / documented
- Out-of-specification (OOS) procedure not detailed enough; flow chart and /or check-list not available.

Key Documents

The following documents are integral to the implementation of this continuous improvement policy and will need to be reviewed, and may need to be updated when improvements are implemented:

- ❖ Quality Assurance Manual
- ❖ Continuous Improvement Matrix
- ❖ Continuous Improvement Register
- ❖ Delivery and assessment strategies for individual qualifications and/or units of competence
- ❖ Risk Analysis matrix
- ❖ Occupational Health and Safety policy document
- ❖ Staff development plan
- ❖ Facilities and equipment plan
- ❖ Strategic Plan
- ❖ Internal audit records
- ❖ Employee Induction form

Self-Check -8	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the thing should be considers during Good Documentation for customers?(5Pts).
2. What could be see during observations of poor documentation practices (5pts?)

Note: Satisfactory rating – 10points Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____

Information sheet-9

Conducting negotiations in a business

- In any sort of business relationship there will almost always be a time when you are required to conduct negotiations.
- The negotiations must be conducted in a business-like and professional manner with in any applicable relevant cultural contexts.

Why negotiate?

Negotiation is sometimes undertaken because it is the best way of resolving conflict or striking a deal, when the parties involved believe that not reaching an agreement means a loss for everyone.

In these circumstances the gatherings are usually willing to make some concessions in order to achieve a win-win situation.

The following are five specific reasons why negotiation skills are absolutely imperative in the business world:

A Negotiation Mindset is Beneficial with Everyone from Clients to Employees

While the ability to negotiate is certainly an important part of boardroom meetings and hammering out contracts, the benefits actually extend far beyond those better-known applications. For example, negotiation skills can be invaluable when discussing the responsibilities an employee or new hire will have, and can ensure that both parties understand exactly what is expected of the other.

Creates Win-Win Situations

Contrary to what some believe, negotiation skills are not about beating the opposition out of the other party. In fact, the best negotiators are ones who are able to create win-win situations, in which everyone walks out thinking that the deal is a good one. While the ability to aggressively get what one wants might seem like a victory in the moment, the reality is that the lack of goodwill generated by this can cause problems down the road.

There is no question that finding a deal which makes everyone happy is difficult, but this is exactly why it is so highly valued.

Good negotiating can improve your bottom line

Ultimately, the goal of a negotiation is to get the best deal possible for you and your organization. In doing so, you are by definition improving your bottom line. For example, if you are able to reduce your overhead by 10% due to an effective negotiation, that money goes straight to your profit margin.

Ensures that You Can Walk Into a Negotiation Confidently

Confidence is an important part of any negotiation. Walking into an important negotiation with the fundamental knowledge that you know what you are doing means you can focus on the deal itself instead of worrying about whether you are being outmaneuvered by the other party. In addition, the ability to confidently make a presentation, as well as provide offers or counteroffers, has been proven to result in better deals.

Negotiation Skills Build Respect

Respect is an essential part of business. It is important that your employees respect you if you want to get the most productivity out of them, and it is just as important that vendors, clients, and anyone else you may be negotiating with respect you as well.

The impression you leave after a negotiation can have a lasting impression, which can impact everything from future negotiations to your reputation in your industry.

This fact underlines an important point: it is far better to be a somewhat intimidating character due to your negotiating skills than it is to be looked at as a pushover at the negotiating table. Far from being a roadblock in future deals, the ability to negotiate will make people want to work with you.



Self-Check -9	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Why negotiation skills are absolutely imperative in the business world? (5pts)

Note: Satisfactory rating – 5 points Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____



The essence of any business relationship is mutual benefit. This Section provides tips and techniques to use when negotiating with others so there are win-win outcomes.

Need to maximise benefits

In all negotiation situations you must strive to maximise the benefits to all parties involved: negotiation is not really the practice of exploiting the other party while maximising your result.

- There are many examples of a business missing out on a sale (that is, the negotiation failed to result in the business winning the sale), and the client going to a competitor only to find their service, product, value-for-money and so on was atrocious.
- Where the client decides to make a similar purchase next time, you want to be a business they consider even though they rejected you last time: how you conducted yourself last time will be a prime determinant of whether or not you get an opportunity to quote (negotiate) next time.
- The moral of this story is „never become upset or annoyed at a customer who takes their business elsewhere – they may come back if you continue to act properly and professionally.

10.1. Tactics and techniques

There are many tactics and techniques that can be used during negotiation. You are unlikely to use all of them in the one situation or negotiation but you should try to commit the options to memory so they form a useful set of negotiation tools which can be used „as required“.

Further negotiation techniques may include:

1. Identifying goals and limits – it is always useful to make it clear at the outset what you want to achieve and the limits/boundaries regarding what you can do or offer.

Doing this provides the parameters for the negotiation/discussion and helps to clarify what the other party can expect in terms of an outcome.

2. Clarifying needs of all parties – this can often be a simple statement spelling out what you want to achieve and what you believe the other party wants to achieve. This can verify (or clarify) understanding regarding the requirements of the negotiation, and provides

a good followon from identification of goals and limits as it supplies context and demonstrates you have taken time to determine what the other party wants.

3. Identifying points of agreement and points of difference – to help guide the discussion and to clarify for everyone the stage the negotiation has reached.

4. Demonstrating research of the facts – it is important at an early stage to show to the other party you have done research to identify the relevant facts (schedules, prices, rates, availability, times, inclusion) in relation to the negotiation.

5. Using appropriate language – critical are the use (and emphasis on) active listening and the use of open questions.

6. Using appropriate nonverbal communication techniques – with emphasis on the need for your body language to match the verbal communications you send.

7. Bargaining – this may be seen as the crux of negotiation: often the two parties are simply engaging in an elaborate „dance“ to trade something for something.

Frequently, those negotiating are more than happy to agree if they can walk away from the negotiations and be able to point to some „thing“ or „point“ they won from the other party.

8. Developing options – this involves thinking on your feet and creating possible solutions as various aspects, limits, pressures, restraints, egos and other factors emerge

9. Demonstrating appropriate cultural behaviour – you should always strive to be accommodating, polite and culturally sensitive. Avoid showing surprise or shock if the other party needs to accommodate a religious and/or cultural need.

10. Confirming agreements – confirmation of agreement should occur



Self-Check -10	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the negotiation techniques for using maximizing benefits? (5pts)

Note: Satisfactory rating – 5 points Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

- At the conclusion of any negotiation it is often (but certainly not always) necessary to communicate the results to appropriate colleagues and stakeholders, within appropriate timeframes
- This Section identifies timeframes for communicating results of negotiations, those to whom communication may need to occur and the possible format and content of the communication.

What is an appropriate timeframe for communicating results?

The most commonly accepted „appropriate timeframe“ translates into „immediately“ which is usually taken as „as soon as possible“. In practice this can range from sending notification to people literally within seconds or minutes of knowing the outcome of a negotiation.

How should communication occur?

In these cases the usually accepted means of communication are:

- ✚ **In person** – using face-to-face, verbal communication allowing the other person to ask questions, clarify issues and provide feedback
- ✚ **By phone** – in many instances, certain people (major stakeholders, management) will both appreciate and require notification of the results of some negotiations, immediately. This may involve calling their cell phone or even their home number to pass on the outcome especially where the negotiation was an important one.
- ✚ **Via e-mail** – larger premises use their internal e-mail as a standard communication tool. It is certainly quicker for you to type one message and send it to multiple recipients, than to have to ring a dozen or so people and tell them.



Who should be notified?

Those to whom notification may need be passed include:

- **Anyone who was involved in the negotiation process** – this would include anyone whodid research for you, and anyone who prepared documents, samples or reports or techniques and tactics used in the process
- Business owners, managers and departmental heads,supervisors, andboards of director
- Suppliers and support services who may have been advisedto be on „standby“
- Head office – to advise of important or significant outcomes, or to comply with organisational reporting policies and procedures.



Self-Check -11	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is an appropriate timeframe for communicating results?(3pts)
2. What are the mode of communication.(2pts)

Note: Satisfactory rating – 5 points Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____



Information sheet-12	Identify Opportunities to maintain regular contact with customers
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Productive business relationships are, in part, built on the ability to identify and take up opportunities to maintain regular contact with customers, suppliers and other relevant stakeholders.

Opportunities to maintain contact with customers and suppliers must be actively sought out and used. Good business relationships do not simply „happen“ – they have to be worked at. Opportunities to maintain regular contact with customers or suppliers may include:

Informal social occasions

Informal social occasions can include:

- ➔ Meetings
- ➔ Get together
- ➔ Parties Business events – which always include an „informal social“ component.

All relevant industry sectors are characterized by these informal occasions and they present excellent opportunities to: Make new contacts, Cement existing ones and Learn new information.

To use these opportunities effectively all it takes is the effort to attend, and the desire to „network“ or „work the room“.

Industry functions

Again, there are many industry functions ranging from product launches to trade exhibitions, and they all provide rich opportunities to meet people and establish and build business relationships.



Cooperative promotions

There will be many situations where your business and another organization will join together to run a promotion. **These cooperative promotions may involve:**

- Sharing of market research data relevant to the promotion/target markets being considered
- Sharing advertising and promotional costs
- Developing and offering package deals combining products and services from both businesses – for example, a cooperative promotion involving a hotel and an airline would feature air travel (from the airline) and accommodation, food, beverages and entertainment (from the hotel)
- Joint acceptance of reservations and payment.

These relationships demand of all parties:

- Honesty – this is the key requirement in this type of relationship. All parties must believe and be able to trust the other parties – without this, all cooperative or joint ventures will fail
- Full and open disclosure and sharing of all relevant information
- Hard work – to ensure the mutually agreed goals are achieved
- Regular contact – to communicate progress of the promotion, fine tune activities and revise action to be taken
- Mutual support – so the relationship is genuinely „cooperative“ where all parties help each other: support may be practical assistance or it may simply be participating in discussions and listening to the problems others are encountering.

To build lasting relationships with your clients, follow the four tips opportunities to maintain regular contact with customers

1. Listen to your customers

Listening to your customers is an easy way to maintain customer relationships. One way social media can help is by providing a space for businesses and customers to connect.



By creating a company Twitter handle, Facebook page, and Instagram account, your company can help customers reach out if they have any concerns, issues, or feedback. Listening to them on these social networks will allow you to respond quickly.

2. Be genuine to your customers

Being genuine with your customers goes a long way when it comes to maintaining customer relationships. For example, if your customers are having issues with your product, provide an honest answer and don't make promises you can't keep. The worst thing you can do as a business is make false promises instead of an effective customer solution.

3. Put emphasis on customer success

Customer success is a pivotal focus point for businesses. If you provide support to your customers, they will, in turn, reward you with loyalty and valuable feedback. This could start out small: for example, by entrusting someone on your team with customer support duties. This will help you maintain customer relationships, and establish your business as that which makes meeting their customer's needs a top priority.

4. Keep in touch

Just like maintaining friendships, in order to maintain customer relationships you need to keep in touch. For businesses this can come in the form of holiday cards, birthday greeting Tweets, or a quarterly email reminding your customers that you're there for them if they need you. By keeping in touch with your customers, you'll stay "top of mind"—this is key to making sure your customers don't leave you for someone else, or forget about you altogether.



Self-Check -12	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

- 1. What are the four tips opportunities follow to build lasting relationships with your clients (4pts)
- 2. Write the cooperative promotions involving for maintain regular contact with customers. (4pts)

Note: Satisfactory rating – 8 points Unsatisfactory - below 8 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____



Reference

- <https://www.business.govt.nz/hiring-and-managing/managing-people-day-to-day/policies-and-procedures/>.
- Practical Ways to Handle Customer Complaints in a Restaurant
- <https://www.powerdms.com/blog/following-policies-and-procedures-why-its-important>
- <https://corp.yonyx.com/customer-service/importance-of-a-customer-service-policy>
- <https://www.smallbusiness.wa.gov.au/business-advice/avoiding-and-managing-disputes/handling-customer-complaints>
- <https://www.shopify.com/blog/business-plan>



Dairy production

Level-II

Learning Guide-70

Unit of Competence: Develop Business practices

Module Title: Developing Business practices

LG Code: AGR DRP2M18 LO6-LG-70

Code: AGR DRP2TTLM 1219v1

LO6: Develop and Maintain Business Relationship



Instruction Sheet

Learning Guide # 70

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- ➔ Describing features and benefits of products/services
- ➔ Discussing alternative sources of information/advice
- ➔ Seeking, reviewing and acting upon Information needed pro-actively
- ➔ Honoring agreements
- ➔ Making adjustments to agreements with customers & colleagues
- ➔ Nurturing relationships through regular contact
- ➔ Effective use interpersonal and communication styles

This guide will also assist you to attain the learning outcome stated in the cover page.

Specifically, upon completion of this Learning Guide, you will be able to:

- ✚ Describe features and benefits of products/services
- ✚ Discuss alternative sources of information/advice
- ✚ Seek, review and act upon Information needed pro-actively
- ✚ Honor agreements
- ✚ Made adjustments to agreements with customers & colleagues
- ✚ Nurture relationships through regular contact
- ✚ Effective use interpersonal and communication styles

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 7.
3. Read the information written in the information “Sheet 1, Sheet 2, Sheet 3, Sheet 4, Sheet 5, Sheet 6&Sheet7
4. Accomplish the “Self-check 1, Self-check2, Self-check 3, Self-check 4, Self-check 5, Self-check6 and Self-check 7” in **page -167, 170, 174,178,181,184 and 188** respectively.
5. If you earned a satisfactory evaluation from the “Self-check”
6. Then processed to the next learning guide



Information sheet-1	describing features and benefits of products/services
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Features: are characteristics that your product or service does or has.

For example, some ovens include features such as self-cleaning, smooth stovetops, warming bins, or convection capabilities.

Why are product features important?

- ✓ **Features** can communicate the capability of a product or service. But features are only valuable if customers see those particular features as valuable.
- ✓ It's **important** to remember that customers buy products and services because they want to solve a problem or meet a need.

Benefits: are the reasons customers buy the product or service. For example, the benefits of some ovens to buyers include safety, ease of use, affordability, or—in the case of many ovens that feature stainless steel casings—prestige.

A **product benefit** is the value that customers realize from a **product** or service.

They are expressed in terms of customer needs, expectations, requirements and motivations

Examples of Features versus Benefits of Products/Services

Features

- Statements about a product or services as to what it does or can do
- Business are converted at the point of purchase minimum effort data once it reaches the servers
- Distinctive attribute or aspect of something.

Benefits

- Showing the end results of what the products or services can accomplish for the buyer or user
- When a consumers is secure , they are 85%more likely to make a purchase with you compared to a non-secure site which boots on sales and returns
- Benefits are where you make it personal; the benefit of a feature is the help a prospect with those advantages or profits that a prospect obtains from a feature.



Identify the features of your product or service.

Look at what you offer, and ask:

- How is it made?
- What is it made of?
- How is it packaged and delivered?
- What is new or unique about it?
- Does it offer a bonus?
- What is its life span?

Your marketable features might include free consultations, the technology you use, the contractors you hire, overnight delivery, or follow-up services. Not every feature is worth marketing, so consider what will appeal most to customers.

When Do Features Matter the Most?

Features always matter because they provide your customers with hints about how well your product or service will deliver its benefits. Although benefits are generally more important than features, there are some times when features make all the difference:

- When all the products in a category provide the same basic benefits, a unique feature may provide a competitive advantage.
- When products or services can be easily compared with competitors' —as the Internet makes increasingly possible—consumers can choose products and services with the most features. Thus, even though most cell phones will provide its owner with the same general benefits for communication, a person considering which cell phone to buy may not choose a certain model if it is missing a feature not found on a competitor's phone.



Self-Check -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Describe features and benefits (2 pts)
2. Why need describe product/services features? (2 pts)
3. When Do Features Matter the Most? (2 pts)

Note: Satisfactory rating – 6 points

Unsatisfactory - below 6 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

1. _____

2. _____

3. _____



Information sheet-2	Discussing alternative sources of information/advice with the customer
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What is the information resources?

Information resources are defined as the data and information used by an organization.

- Examples of information resources are databases with customer purchase information.
- Businesses need information to be successful, and that information can come from a variety of sources, both internal and external. Understanding the various sources of information and how to access them can help companies and their leaders stay on top of emerging trends and environmental factors that can affect their success.

The general classification for sources of information

Primary sources	Secondary sources	Tertiary sources
<ul style="list-style-type: none"> • Autobiographies • Correspondence: email, letters • Descriptions of travel • Diaries, • Eyewitnesses • Oral histories • Literary works • Interviews • Personal narratives 	<ul style="list-style-type: none"> • Biographies, Encyclopedias, dictionaries, handbooks • Textbooks & monographs on a topic • literary criticism & interpretation • history & historical criticism • political analyses • reviews of law and legislation 	<ul style="list-style-type: none"> • Chronologies • Classifications • Dictionaries • Encyclopedias • Directories • Guidebooks and manuals • Population registers statistics • Fact books • Abstracts • Indexes



The type of information needed will change depending on its application.

The following things should be considered by the business in selecting and using the appropriate information for its day to day activities

1. The types of Information Resources Does a Business Usually Need
2. The resources you need to succeed to start a Business
3. Types of Information Systems in a Business Organization

Types of information sources for a Business

There are different type's information sources for a business. The following listed are important such: Magazines, Journal, Database, Newspaper, library, Encyclopedias and Web

Thus, information can come from virtually anywhere — media, blogs, personal experiences, books, journal and magazine articles, expert opinions, encyclopedias, and web pages — and the type of information you need will change depending on the question you are trying to answer.



Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are primary, secondary and tertiary sources of information? (3pts)
2. Differentiate between primary, secondary and tertiary sources of information. (6pts)
3. List 6 primary, secondary and tertiary sources of information.(6pts)

Note: Satisfactory rating – 15points Unsatisfactory - below 15 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

1. _____

2. _____

3. _____



Information sheet-3	Seeking, reviewing and acting needed information pro-actively.
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Assuming you are happy with the agreements you have negotiated with others, you will want to foster and maintain business relationships with those organisations.

It is likely, too, they will seek to maintain a relationship with you – providing they are satisfied with the way you have discharged your part of the bargain.

Why the importance being pro-actively in business?

- **Proactive** leaders are compassionate, loyal, integrity-filled, straightforward, calm, direct, fair, polite, hopeful and thoughtful.
- Proactive people are constantly moving forward, looking to the future, and making things happen. They're actively engaged, not passively observing. Being proactive is a way of thinking and acting.

The ability to be proactive provides a clear advantage in the workplace business and most managers expect staff members to demonstrate a proactive mentality.

There are five key behaviors (The 5 P's) involved in being proactive. The below, are exactly how you can develop your abilities in each area.

1. Predict

In order to be proactive, you must first develop foresight. Proactive people are rarely caught by surprise. Learn to anticipate problems and events. Understand how things work; look for patterns; recognize the regular routines, daily practices and natural cycles that exist in your business. At the same time, don't allow yourself to become complacent. Use your imagination when anticipating future outcomes. Don't simply expect the past to always be an accurate predictor for the future; use your creativity and logic. Come up with multiple scenarios for how events could unfold. Proactive people are always on their toes.



2. Prevent

Proactive people foresee potential obstacles and exert their power to find ways to overcome them before those obstacles turn into concrete roadblocks.

They prevent problems that others would simply look back on in hindsight and claim unavoidable. Don't allow yourself to get swept up in a feeling of powerlessness. When challenges approach, take control and confront them head on before they grow into overwhelming problems.

3. Plan

Proactive people plan for the future.

Avoid one-step, "here and now" thinking and instead, look ahead and anticipate long-term consequences. Bring the future into the present; what can you do today to ensure success tomorrow? Don't make decisions in a vacuum; every decision is a link in a chain of events leading to one final conclusion. In order to make the best decision, you have to know where you came from, where you are, and where you want to end up.

4. Participate

Proactive people are not idle observers, they are active participants.

In order to be proactive, you must get involved. You have to take initiative and be a part of the solution. Recognize that you are only a piece of the whole and that you influence—and are influenced by—the actions of others. Don't simply react to them. Engage with them. Exert your influence and make a contribution.

5. Perform

Being proactive means taking timely, effective action.

You must be decisive and willing to do the work now. Procrastination is not an option. Take ownership of your performance and hold yourself accountable. Stand behind your decisions. Being proactive means you have taken careful, thoughtful steps to choose the appropriate path; you're not just reacting impulsively to your environment.



There are four Key essential ways to Build Customer Relationships tactics:

1. Build your network--it's your sales lifeline.
2. Communication is a contact sport, so do it early and often.
3. E-mail marketing keeps relationships strong on a shoestring budget
4. Reward loyal customers, and they'll reward you. ...

Why do we establish and maintain sound business relationships

- Establish and build on base of long term clients
- Enjoy repeat and referral business
- Tops up troughs in times of lower business activity
- Add to the bottom line – profitability and sustainability.



Self-Check -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write the five key behaviors (The 5 P's) involved in being proactive. (5 pts)
2. Why the importance being pro-actively in business? (2 pts)
3. Why do we establish and maintain sound business relationships. (3 pts)

Note: Satisfactory rating – 10points Unsatisfactory – below 10 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

1. _____

2. _____

3. _____



Information sheet-4	Honouring agreements
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After an agreement is confirmed, it is then up to you to honour the agreement within the scope of your individual responsibility. This Section accepts and acknowledges you are not responsible in most cases for the total discharge of the agreement so you can usually only have limited liability in this respect, and it also raises the concept of business ethics.

4.1. Scope of responsibility

Your individual scope of responsibility will:

- Be explained to you when you join a business – as part of your Induction and orientation
- Be relatively small to begin with – there may even be no scope of authority for the first few weeks and months
- Grow as your experience grows – and enable you to do more without reference to other people.

4.2. Customer expectations

Customers expect you and the business to honour agreements made.

Honouring an agreement from the customer's perspective means:

- Doing what you said you would do
- Doing it when you said you would do it – or by the stated point in time
- Doing it for the promised price
- Doing it to the expected, stated or agreed standard
- Doing a little bit extra – that is, going beyond the strict interpretation of the agreement.

This applies whether the arrangements were made verbally or are part of a contract.

Failing to meet these expectations:

- Reduces levels of satisfaction – creating negative sentiment
- Harms the trust and rapport that has been established – because the business is seen to be lying and untrustworthy
- Creates the impression your business is only interested in their part of the agreement (the cash, the booking) – and not focused on fulfilling agreed requirements



- Can give rise to legal action – such as damages and or enforced undertakings
- Can result in adverse publicity – where the matter is raised in the media or otherwise made public Destroys the potential for on-going relationships.

4.3. Business ethics

- Business ethics are the standards, values and beliefs applied within a business context. Suitable business ethics underpin the majority of business dealings within the community and between people and organizations every day: without proper business ethics, business would grind to a halt.
- In practice, correct business ethics mean the business operates fairly and in accordance with laws and community expectations and standards.
- The business will not seek to take illegal or immoral advantage of another party, and functions according to the standards and practices commonly accepted by others in business.

For example, if the other party makes a mistake and supplies extra goods or services that were not requested (and fails to charge for them), the organization is faced with a decision. Proper business ethics require you (of course) to notify the other party and either return the goods or pay for them.

If you do not do this – and this may be a very tempting alternative at times – you must realize at some time your deceitful and dishonest behaviour will be uncovered and your personal and business reputation will suffer irreparable damage.

4.4. Agreed terms and KPIs (Key Performance Indicators)

Honouring agreements must occur within the spirit of the relevant agreement and in compliance with applicable terms agreed to. These terms may relate to:

- Money to be paid
- Dates for payments
- Services to be provided
- Action to be taken
- Conditions to be met.

KPIs some agreements may contain KPIs. KPIs are usually statistically-based targets each party is expected to attain as part of the agreement.



The nature of KPIs will vary depending on what the contract/agreement relates to. Examples include:

- The venue may agree to buy a nominated amount of a product within a given period
- The client may agree to purchase a set number of rooms over a given period
- The agency may agree to sell 50% of tickets through a nominated carrier
- The venue may agree to generate Birr X of sales through a joint-venture partner
- The supplier may agree to make 95% of its deliveries within 24 hours of orders being placed.

KPIs tend to be theoretic or projected benchmarks against which actual performance is judged throughout the life of a contract or relationship. Actual performance is gauged against these KPIs at set dates/times and action is taken to address situations where actual performance is falling short of expected/promised performance.



Self-Check -4	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the important points must be occur during Honouring agreements within the spirit of the relevant agreement. (5 pts)

Note: Satisfactory rating – 10points Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____



Information sheet-5	Making adjustments to agreements in consultation with the customer/supplier and share information
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Even the best plans can go wrong. The same applies to agreements and arrangements, so there will be instances where adjustments – in consultation with the customer or supplier – need to be made from time to time, in order to achieve the mutually desired outcomes originally agreed on.

This Section addresses adjustments which may be made to agreements.

5.1 Making adjustments

In effect „**making adjustments**“ alters the original agreement. This may necessitate alterations to be written into a new or revised contract, and signed by both sides.

In most cases though, a brief discussion usually resolves the situation and identifies remedial action to be taken: a handshake arrangement frequently seals the modifications. While this approach is easier and highly attractive, you should always check with others before committing to such an arrangement.

Very often, deals which required a legal approach in the first place, will also require the services of a legal advisor when changes are being made.

Your approach to the issue of changes must be the same as your approach to the initial negotiation – you need to be flexible, polite, friendly, and aware of the facts, know the revised outcome you want to achieve, aware of the constraints and parameters. In lots of ways, factoring in adjustments throughout the period of the formal agreement is very similar to entering fresh negotiations.

Never make changes to existing arrangements, agreements or formal contracts without consulting the other party.



Keys when making adjustments:

- Clarify revised arrangements – so there is genuine, mutual agreement and understanding Obtain approval for changes
- Determine if extra charges (or refunds) need to be made – to reflect the revised agreement
- Advise others (as necessary) about the revised arrangements – so they can plan and deliver as required.



Self-Check -5	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the key points when making adjustments in consultation with the customer/supplier and share information? (3pts)

Note: Satisfactory rating – 3 points Unsatisfactory - below 3 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

1. _____



Information sheet-6	Nurturing relationships through regular contact
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Business relationships must be nurtured. They will not flourish – or even simply continue to exist – unless you spend time caring for them. This Section identifies ways to cultivate existing relationships.

The keys to nurturing

The two keys to nurturing business relationships are simple:

- ✓ Regular contact
- ✓ Effective communication.

It is problematic in so many instances that these basic keys are often over-looked or not implemented. Sometimes you seem to just get „caught up“ in running the business, doing the required and repetitive tasks, looking after various things. And then one day you realise six months have gone by and there has been no meaningful contact (which may just mean „social“ contact) with the other party.

During that time a very small problem, issue or misunderstanding has assumed monumental proportions and the relationship is in jeopardy, if not already beyond saving. In reality you can often spend too much time working in the business, rather than working on it.

Practices to consider

The following will help ensure you pay necessary attention to nurturing relationships:

- Prepare a contact schedule – and implement it
- Set aside time each day or week to make contact with important customers
- Diarise promises made – for follow-up calls/action
- Stay polite and respectful – in all conversations and contacts
- Ask for permission – to call in, telephone, make contact, provide a quotation, and supply information
- Use a variety of contact options – telephone, email, face-to-face
- Respect contact preferences identified or requested by the other party



- Be prepared to call back and or try again – an attempt to contact someone that is unsuccessful is not an actual contact
- Talk about non-work related topics – spend some time talking (as appropriate) about their career, general business, their family
- Thank them – for making an enquiry, for taking your call, for responding, for making a purchase, for making a booking
- Meet with people in „out of work“ situations – such as industry events and social occasions
- Follow-up – after the other party has made a purchase, attended an event or taken a trip make contact and enquire how things went
- Focus on the important things – for example:
 - ♣ Spend more time with more important clients/bigger accounts
 - ♣ Spend time fixing problems – problems never fix themselves
 - ♣ Keep all promises made.
- Share the load – introduce the other party to other workplace staff. This:
 - Demonstrates the value you place on the other party
 - Allows someone else to handle the other party if you are unavailable.

Review personal performance and adjust as required on the basis of feedback and/or reflection – what can you/should you do differently or better? What should you spend more or less time on? Where should your focus be?



Self-Check -6	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

- 1. How do build relationship? (3pts)
- 2. Write the two keys to nurturing business relationships.((3pts)

Note: Satisfactory rating – 6 points

Unsatisfactory - below 6 points

You can ask you teacher for the copy of the correct answers.

Score = _____
Rating: _____

Answer Sheet

Name: _____

Date: _____

1. _____

2. _____



Information sheet-7	Effective interpersonal and communication styles
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What is Interpersonal Communication?

Interpersonal communication is the process by which people exchange information, feelings, and meaning through verbal and non-verbal messages: it is face-to-face communication.

Interpersonal communication is not just about what is actually said - the language used - but *how* it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.

Elements of Interpersonal Communication

Much research has been done to try to break down interpersonal communication into a number of elements in order that it can be more easily understood.

Commonly these elements include:

1. The Communicators

For any communication to occur there must be at least two people involved. It is easy to think about communication involving a sender and a receiver of a message. However, the problem with this way of seeing a relationship is that it presents communication as a one-way process where one person sends the message and the other receives it. In fact communications are almost always complex, two-way processes, with people sending and receiving messages to and from each other simultaneously. In other words, communication is an interactive process. While one person is talking the other is listening - but while listening they are also sending feedback in the form of smiles, head nods etc.

2. The Message

Message not only means the speech used or information conveyed, but also the non-verbal messages exchanged such as facial expressions, tone of voice, gestures and body language. Non-verbal behaviour can convey additional information about the spoken message. In particular, it can reveal more about emotional attitudes which may underlie the content of speech.



3. Noise

Noise has a special meaning in communication theory. It refers to anything that distorts the message, so that what is received is different from what is intended by the speaker. Whilst physical 'noise' (for example, background sounds or a low-flying jet plane) can interfere with communication, other factors are considered to be 'noise'. The use of complicated jargon, inappropriate body language, inattention, disinterest, and cultural differences can be considered 'noise' in the context of interpersonal communication.

4. Feedback

Feedback consists of messages the receiver returns, which allows the sender to know how accurately the message has been received, as well as the receiver's reaction. The receiver may also respond to the unintentional message as well as the intentional message. Types of feedback range from direct verbal statements, for example "Say that again, I don't understand", to subtle facial expressions or changes in posture that might indicate to the sender that the receiver feels uncomfortable with the message. Feedback allows the sender to regulate, adapt or repeat the message in order to improve communication

5. Context

All communication is influenced by the context in which it takes place. However, apart from looking at the situational context of where the interaction takes place, for example in a room, office, or perhaps outdoors, the social context also needs to be considered, for example the roles, responsibilities and relative status of the participants. The emotional climate and participants' expectations of the interaction will also affect the communication.

6. Channel

The channel refers to the physical means by which the message is transferred from one person to another. In a face-to-face context the channels which are used are speech and vision, however during a telephone conversation the channel is limited to speech alone.

Uses of Interpersonal Communication

Most of us engage in some form of interpersonal communication on a regular basis, often many times a day, how well we communicate with others is a measure of our interpersonal skills.



Interpersonal communication is a key life skill and can be used to:

- ♣ Give and collect information.
- ♣ Influence the attitudes and behaviour of others.
- ♣ Form contacts and maintain relationships.
- ♣ Make sense of the world and our experiences in it.
- ♣ Express personal needs and understand the needs of others.
- ♣ Give and receive emotional support.
- ♣ Make decisions and solve problems.
- ♣ Anticipate and predict behaviour.
- ♣ Regulate power.



Self-Check -7	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is Interpersonal Communication? (2pts)
2. Write the elements of Interpersonal Communication? (3pts)

Note: Satisfactory rating – 5points

Unsatisfactory - below 5 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

1. _____

2. _____



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