



Bar Bending & Concreting Level II

Learning Guide - 65

Unit of Competence:- Develop Business Practice

Module Title:- Developing business practice

LG Code: EIS BBC2 M16 L04 -LG-65

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L0 4: Review implementation Process and take corrective measures



Instruction Sheet	Learning Guide – 65
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Developing and implementing review process for business operation
- Identification of Improvements in business operation and associated management process
- Implementing and monitoring improvements for business effectiveness

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 for implementation of business operation.
- Identify Improvements in business operation and associated management process .
- Implement and monitor Identified improvements are for effectiveness.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 3 to 7.
3. Read the information written in the “Information Sheets 1”. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
4. Accomplish the “Self-check 1” **in page 5.**
5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 1).

If you earned a satisfactory evaluation proceed to “Information Sheet 2”. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #1 Submit your accomplished Self-check. This will form part of your training portfolio.



Information Sheet-1	Developing and implementing review process for business operation
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1.1. Review process of a business operation

- Conducting an effective business review process ensures that your company operations produce the desired results in the most efficient manner.
- To conduct a business process review, assemble a team of people representing all levels of the organization affected by any changes to the current business process.
- Assembling the right people can help you identify problems, determine potential improvements, assign project managers, implement quick fixes and develop a long-term plan.

1.2. Business Process Review Tools:

- During the implementation of business process review, the following tools should be used
 - ✓ **Collecting Data:**
 - Auditing technological, administrative, external and human factors of the process;
 - Interviews and surveys to collect data from workers, managers and external contributors;
 - Analyzing workflow charts, performance measures and appropriateness of controls;
 - Analyzing process inputs: quality of raw materials, customer requirements, labor, etc;
 - Auditing applied regulations and standards for their compliance with actual performance;
 - ✓ **Data Processing:**
 - Technical and methodical expertise carried out by appropriate specialists;
 - Qualifying and investigating existing problems to rank them;
 - Discussions with focus groups to conclude appropriate resolutions;
 - Researching possible ways to rectify situation and recommending them to organization;

1.3. Steps of a business process review

Step 1: Map your Current Process: list the critical business processes used to produce your products and services.

Step 2: Observe Processes in Action: review the documented business processes to ensure the details accurately reflect the way that business works.

Step 3: Identify Potential Changes: determine how the changes may impact current procedures. Observe personnel completing tasks to validate assumptions.

Step 4: Design a New Process: redesigning business processes involves ensuring that all processes for company functions align to current strategic goals.



Step 5: Evaluate your Implementation: the previous process review steps create a new process. Now, you need to measure operational activities, such as customer satisfaction, product defects or costs, to determine if improvements generated by your review have had an impact.



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
:

Short Answer Questions

- What are the two tools for business process review? (2 points)
- What are the steps of business process review? (5 points)

Note: Satisfactory rating - 7 points

Unsatisfactory - below 7 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____



Information Sheet-2	Identification of Improvements in business operation and associated management process
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2.1 Identify improvements in business operation

- **Business Process Improvement (BPI)** is an approach designed to help organizations redesign their existing **business** operations to accomplish significant **improvement** in production.
- **Effective Business Process Improvement (BPI)** helps to generate promising results in operational efficiency and customer focus.
- **Business process improvement (BPI)** is a systematic approach to help an organization optimize its underlying processes to achieve more efficient results.
- **Business process improvement (BPI)** is a management exercise in which enterprise leaders use various methodologies to analyze their procedures to identify areas where they can improve accuracy, effectiveness and/or efficiency and then redesign those processes to realize the improvements.

2.2 Preconditions for effective Improvement of Business Operations

- The four important items that must be in place in advance of an effective business process improvement effort are:
 - ✓ Providing the vision
 - ✓ Providing the skills
 - ✓ Providing the goals
 - ✓ Providing the rewards



2.3 Steps for improving business Operations

- The following seven major steps are simplified approaches to process improvement that any company can embrace and implement immediately.

Step 1: Create a process master. List each organizational process, and the suppliers, inputs, major process activities, outputs, customers and key metrics for each.

Step 2: Prioritize processes. Using the organization's strategic success criteria as weighting factors, determine how each process impacts their fulfilment and rank accordingly.

Step 3: Assemble the team. Include an executive sponsor, the process supplier, the process owner, process participants and the process customer.

Step 4: Create process models. Detail the flow of activities in the process and identify departments, resources, decision points and narratives where indicated for clarification.

Step 5: Perform root cause analysis. Using brainstorming, affinity diagramming, cause-and-effect diagrams, check sheets and Pareto analysis, identify the possible root causes of the problem.

Step 6: Address top causes. Have the team charter projects, as appropriate, to address the causes identified as most problematic during Pareto analysis.

Step 7: Re-measure. To validate the effectiveness of the solutions implemented as a result of the successful completion of the chartered projects, re-measure using check sheets.



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. The preconditions for business process improvement (BPI) include all except

- | | |
|-------------------------|--------------------------|
| A. Providing the vision | C. Providing the goals |
| B. Providing the skills | D. Providing the rewards |

Short Answer Questions

- What is Business Process Improvement (BPI)?

Note: Satisfactory rating - 2 points

Unsatisfactory - below 2 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____



Information Sheet-3	Implementing and monitoring improvements for business effectiveness
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3.1 Implementing improvements for business effectiveness

- Implementing improvements for business effectiveness is in one way or the other an activity implementing **change**.
- **Change** is complex and dynamic. It involves moving or transforming from something familiar
 - to something new.
- **Change** can be broad, affecting multiple practices or aspects of the program, or it might be narrow, affecting fewer practices. Regardless of the scale, change is a dynamic active and on-going process, rather than a single event.
- **The change process** can be understood and organized using defined steps and subsequent activities that are needed to move a concept into reality. As far as implementation of improvement in business operation is concerned, the following steps should be taken
 - Step 1: Exploration:** the goals of the exploration stage are to identify the need for change, determine what innovation or set of practices are likely to meet that need, and to decide whether or not to move ahead with the implementation process.
 - Step 2: Installation:** the goal of the installation stage is to build system capacity which will support the implementation of the new practices at selected sites.
 - Step 3: Initial Implementation:** the goal of initial implementation is to put the new practices in place at selected implementation sites.
 - Step 4: Full Implementation:** the goals of full implementation are to assure practices are used with high fidelity, and are achieving expected outcomes at all initial sites.
 - Stage 5: Expansion/Scale-up:** the goal of expansion or scale-up is to increase the number of sites using the practices with fidelity.

3.2 Monitoring improvements for business effectiveness

- Monitoring improvements of a business involves keeping track of lots of moving parts.
- Most business activities involve multiple team members handling various aspects of the



human resources at the same time.

- You have to monitor elements such as the budget, scope, schedule, resources and tasks to be completed.
- Accurate and effective monitoring helps you stick to your timeline and identify problems early in the process to ensure your project is a success



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. Implementing improvements in business in one form of change

- True
- False

Short Answer Questions

2. What are the steps of implementation of improvement in business operation?(5 points)

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____



Operation Sheet 1	Steps for effective monitoring of improvements f or business effectiveness
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Step 1: why monitoring is done?: he first step is to be clear about why you want to do M&E and the benefits it can offer.

Step 2: Agreeing some guiding principles: it is useful to develop some guiding principles to ensure that your M&E is relevant, useful, timely, and credible.

Step 3: Deciding which activities you need to monitor: it is important to decide and prioritize those activities you will monitor as it is unlikely you will have the resources to monitor whole business activities at the same time.

Step 4. Deciding who to involve in the different stages of your monitoring: to ensure M&E is relevant to your stakeholders it is important that you consider their information needs, as well as your own. You will therefore need to identify the key internal and external stakeholders, and decide how to involve them in the design, implementation, analysis and/or communication of findings.

Step 5. Deciding the key issues and questions you will want to investigate: the next key step is to identify the issues and questions you wish to learn about, and hence monitor.



List of Reference Materials

1- BOOKS

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1. Web addresses (putting links

- www.ops.fhwa.dot.gov
- <https://www.researchgate.net/publication/325613120>
- www.ectacenter.org
- www.abb.com/consulting
- <https://www.researchgate.net/publication/319458652>
- <http://intra.undp.org/eo>
- <http://www.undp.org/eo>
- [Www.aimresearch.org](http://www.aimresearch.org)
- [www.c-change project.org](http://www.c-change-project.org)



The trainers who develop this *Learning Guide* are

N0	Name	Qualification	Region	E.mail
1	Tesfaye Assegidew	MSC in CoTM	SNNPR	tesfayeasegidew@gmail.com
2	Habtamu Wendmagegn	BSc in Civil Eng	Dire Dawa	Joniyitna9@gmail.com
3	Yazachew Geneti	MSc in CoTM	BGRS	0917858176
4	Gebresilasie Jemal	BSc in Con. Tech	Addis Abeba	Gebrajemal@gmail.com
5	Getachew Mohammed	MSC in CoTM	Amhara	Gerimom07@gmail.com
6	Kibryisfaw Tulema	BSc in ConTech	Somalie	kibrutulema@gmail.com