



# IMPROVE BUSINESS PRACTICE

NTQF LEVEL -III

## LEARNING GUIDE -73

<b>UNIT OF COMPETENCE: -</b>	<b>IMPROVE BUSINESS PRACTICE</b>
<b>MODULE TITLE: -</b>	<b>IMPROVING BUSINESS PRACTICE</b>
<b>LG CODE:</b>	<b>HLT MLT M015 LO3-LG-73</b>
<b>TTLM CODE:</b>	<b>HLT MLT TTLM 0919V1</b>

LO3: Develop plans to improve business performance



## Instruction Sheet

## Learning Guide 73

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

- Cost-benefit analysis
- Developing and agreeing an action plan
- Determining work flow changes
- Checking Organizational structures

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 a consolidated list of required improvements .
- Determine Cost-benefit analysis for required improvements
- Determine work flow changes resulting from proposed improvements .
- Develop and agree an action plan to implement the top ranked improvements
- Check organizational structures

### Learning Instructions

1. Read the information written in the “Information Sheets”.
2. If you earned a satisfactory evaluation proceed to next module. However, if your rating is unsatisfactory, see your teacher for further instructions.
3. Read the “Operation Sheet” and try to understand the procedures discussed.
4. Practice the steps or procedures as illustrated in the operation sheet. Go to your teacher if you need clarification or you want answers to your questions or you need assistance in understanding a particular step or procedure



5. Do the “LAP test” (if you are ready). Request your teacher to evaluate your performance and outputs. Your teacher will give you feedback and the evaluation will be either satisfactory or unsatisfactory. If unsatisfactory, your teacher shall advise you on additional work. But if satisfactory you can proceed to the next Learning Guide.

<b>Information sheet 1</b>	<b>Develop plans to improve business performance</b>
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### 3.1. Developing a consolidated list of required improvements.

**Within** this forum system it is easy for customers to +1/vote for ideas and problems that they would like addressed. These votes in turn enabled ordered lists to be produced such as

- All ideas/feature requests
- Only ideas/feature requests currently planned
- Only ideas/feature requests currently under consideration
- All problems

Various other ordered lists are available via the links on the left of the all topics page.

Whilst these lists and votes give a reasonable indication of what people like and are interested in seeing addressed

- They do not give any weighting to how important individuals see each topic relative to others
- And they do not give any weighting or consideration to the complexity or ease with which each may be implemented or solved.

Whilst people can and have posted replies on individual topics to emphasis how important they see that particular issue people may find it useful to have a place (i.e. this topic) to say what they think is most important or to rank the ideas etc.



<b>Self check 1</b>	<b>Written test</b>
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

**Answer the following question. (5pts. Each)**

1. What is the advantage of Developing a consolidated list of required improvements?

### **Answer Sheet**

**Score =** \_\_\_\_\_

**Rating:** \_\_\_\_\_

Name: \_\_\_\_\_ Date: \_\_\_\_\_

I- Essay:

1 \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<b>Information sheet 2</b>	<b>Determining Cost-benefit analysis</b>
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### **3.2. Determining Cost-benefit analysis**

Cost benefit analysis in project management is one more tool in your toolbox. This one has been devised to evaluate the cost versus the benefits in your project proposal. It begins with a list, as so many processes do.

There's a list of every project expense and what the benefits will be after successfully executing the project. From that you can calculate the return on investment (ROI), internal rate of return (IRR), net present value (NPV) and the payback period.

The difference between the cost and the benefits will determine whether action is warranted or not. In most cases, if the cost is 50 percent of the benefits and the payback period is not more than a year, then the action is worth taking.



calculating and comparing benefits and costs of a project, decision or government policy (here after, "project"). CBA has two purposes:

1. To determine if it is a sound investment/decision (justification/feasibility),
2. To provide a basis for comparing projects. It involves comparing the total expected cost of each option against the total expected benefits, to see whether the benefits outweigh the costs, and by how much.

CBA is related to, but distinct from cost-effectiveness analysis. In CBA, benefits and costs are expressed in monetary terms, and are adjusted for the time value of money, so that all flows of benefits and flows of project costs over time (which tend to occur at different points in time) are expressed on a common basis in terms of their "value." Closely related, but slightly different, formal techniques include cost-effectiveness analysis, cost–utility analysis, economic impact analysis, fiscal impact analysis, and Social return on investment (SROI) analysis.

<b>Self check 2</b>	<b>Written test</b>
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Directions: Answer all the questions listed below. Use the answer sheet provided in the next page.

I-Essay: Explain briefly:

1. Write the purpose of cost benefit analysis

You can ask your teacher or trainer for the copy of the correct answers



## Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

### I- Essay:

1. \_\_\_\_\_

## Information sheet 3

## Determining work flow changes.

### 3.3. Determining work flow changes.

Workflow, loosely defined, is the set of tasks grouped chronologically into processes and the set of people or resources needed for those tasks, that are necessary to accomplish a given goal. An organization's workflow is comprised of the set of processes it needs to accomplish, the set of people or other resources available to perform those processes, and the interactions among them. Consider the following scenario:

On a slow Friday afternoon in the emergency room, as one nurse prepares to go off shift, the clerk looks up from the desk and asks, "By the way, since you're passing by housekeeping on your way out, would you remind them that room 12 still needs to be cleaned?"

"No problem," replies the nurse, and indeed, on a slow Friday afternoon, it is no problem. The informal methods and processes that the hospital has developed over the years to keep the enterprise humming work well, in general, and can work very well in optimal times. It's no trouble to remind housekeeping to come up; it's no trouble to run a special specimen down to the lab, and certainly no trouble to catch the attending physician during rounds to get a quick signature. Even if these small adjustments are forgotten, in due time the regular hospital schedule will bring the



right people to clean the room, to pick up the lab specimen, to document the encounter.

These same methods that an organization uses to get work done, however, can begin to show stress under trying circumstances. When the ward is full and it takes 12 hours for a room to be readied for the next patient, that impact is felt throughout the organization. When the number of small interruptions outweighs the amount of planned work done in a given hour, that impact is felt in slower progress, lower job satisfaction, and potentially lower quality of care. In many situations, it is very clear to all what needs to get done. Where organizations differ is in how they do it. The examination of how an organization accomplishes its tasks often concerns the organizations' workflow.

In health care, as in other industries, some workflows are designed, while others arise organically and evolve. The systems and methods by which organizations accomplish specific goals differ dramatically. Some organizational workflows seem more straightforward than others. Most often, when workflow processes are looked at in isolation, the processes appear quite logical (and even efficient) in acting to accomplish the end goal. It is in the interaction among the processes that complexities arise. Some of these interactions hide conflicts in the priorities of different roles in an organization, for example, what the nursing team is accountable to versus the physician team and its schedule. Organizations also adapt workflows to suit the evolving environment. Over time, reflecting on organizational workflows may show that some processes are no longer necessary, or can be updated and optimized.

<b>Self-check 3</b>	<b>T/F</b>
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Name: \_\_\_\_\_ Date: \_\_\_\_\_

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

I-True or False: Write TRUE if the statement is correct and write FALSE if the statement is wrong. (5pts. Each)

1. Workflow, loosely defined, is the set of tasks grouped chronologically into processes and the set of people or resources needed for tasks.



2. An organization's workflow is comprised of the set of processes it needs to accomplish, the set of people or other resources available to perform those processes.

### Answer Sheet

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_ Date: \_\_\_\_\_

I- True /false:

1. \_\_\_\_\_
2. \_\_\_\_\_





<b>Information sheet 4</b>	<b>Check Organizational structures</b>
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### 3.6. Checking Organizational structures

An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. Organizations are a variant of entities. An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, workgroup and individual.

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions.

<b>Self-check 4</b>	<b>MCQ</b>
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#### Choose the best answer

\_\_\_1\_\_\_ all are votes in turn enabled ordered lists to be produced such as

- A. All ideas/feature requests
- B. Only ideas/feature requests currently planned
- C. Only ideas/feature requests currently under consideration
- D. All problems
- E. none

\_\_\_2\_\_\_ is a systematic process for calculating and comparing benefits and costs of a project, decision or government policy (hereafter, "project").

- A. Cost risk analysis of data



- B. Cost-benefit analysis
- C. Both of them
- D. none

You can ask your teacher or trainer for the copy of the correct answers

**Answer Sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**I- MCQ:**

1. \_\_\_\_\_

2. \_\_\_\_\_



<b>Operation Sheet-1</b>
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<b>Performing cost benefit analysis</b>
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**Techniques for- Performing cost benefit analysis**

**Step 1-**Brain storm cost and benefit.

**Step 2-**Assign a monetary value to the cost.

**Step 3-** Assign a monetary value to the benefit.

**Step 4-** compare cost and benefit



<b>LAP Test 1</b>	<b>Practical Demonstration</b>
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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 3-4 hour.

**Task 1. Perform cost benefit analysis**



## List of references

1. <https://www.projectmanager.com/blog/cost-benefit-analysis-for-projects-a-step-by-step-guide>



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