

Horticultural crop production - Level-IV

Based on May 2011, Version 2 Occupational standards



**Module Title: - Managing and Maintaining
Small/Medium Business Operation**

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LG # 99

LO #1- Identify daily work requirements

Instruction sheet

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

- Identifying work requirements
- Prioritizing work activities
- Allocating work

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

- Identify work requirements
- Prioritize work activities
- Allocate work

Learning Instructions:

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



Information Sheet 1- Identifying work requirements

1.1. INTRODUCTION

It is often said that the world has now become a global village. Currently, the way and manner individuals, enterprises and nations react to this assertion of globalization tells it all. Specifically with business enterprises, this era requires much more inputs of some sort to be able to establish, survive and grow in order to properly assess the concept of globalization. However, to merely survive as a business enterprise requires a rigorous application of accounting to every incident in a proper manner. This is due to the fact that, resources of business enterprises are often limited and their proper control in terms of allocation and performance measurement has become the order of the day.

Small business enterprises (SMEs) have an important role to play in socio-economic development.

There are several ways of defining a small or micro business. Regardless of their differences, all the definitions agree on the common views that small or micro businesses employ few persons and are characterized by a relatively small amount of capital and turnover.

Small to medium businesses are exposed to risks all the time. Such risks can directly affect day-to-day operations, decrease revenue or increase expenses. Their impact may be serious enough for the business to fail. Most business managers know instinctively that they should have insurance policies to cover risks to life and property. However, there are many other risks that all businesses face, some of which are overlooked or ignored.

Every business is subject to possible losses from unmanaged risks. Sound risk management should reduce the chance that a particular event will take place and, if it does take place, sound risk management should reduce its impact. Sound risk management also protects business wealth. Risk management starts by identifying possible threats and then implements processes to minimize or negate them.



Sound risk management can produce the following benefits:

- Lower insurance premiums
- Reduced chance that the business may be the target of legal action
- Reduced losses of cash or stock etc.

1.2. Identify daily work requirements

Daily work requirements include:

Identify work requirements for a given time period, taking into consideration resources and constraints. Priorities work activities based on business needs, requirements and deadlines. Allocate work to relevant staff or contractors as appropriate to optimize efficiency. Work requirements for a given time period are identified taking into consideration resources and constraints.

The common resource required for small business are staff, Money, time, equipment and space, while identifying work requirements is related with availability of resources.

Resource Management

It is the efficient and effective deployment for an organization's resources. Such resources may include financial resources, Physical resources, human resources/skills, material resources, or information technology (IT). All business processes need capable resources and clearly accomplish the process of planning, acquisition, maintenance and disposal of these resources. These resources can include tangible resources such as goods and equipment, financial resources, and labor resources such as employees. Resource management can include ideas such as making sure one has enough physical resources for one's business, or making sure that people are assigned to tasks that will keep them busy and not have too much downtime (machine out of time).

Material management is the process of planning, organizing implementing and controlling the tasks associated with the flow of material to through an organization in an integrated fashion. The main points of the definition Material management, as other management branch employs the basic functions of management: planning, organizing, directing, controlling. All these functions

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target at the optimum use and allocation of materials. Materials should be managed before, during and after the process.

Material management provides an integrated system / approach to the coordination of materials activities and the control of total material costs. It advocates assigning to a single operating department all major activities, which contributes to the cost of materials. Types of materials are usually classified based on accounting purpose and based on their use. Materials classified based on accounting purpose includes:

- Raw materials: basic inputs, components, and sub-assemblies
- Work-in process: semi-processed, semi-finished materials
- Finished goods: fully completed products,



Self-check 1	Written test
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Name.....

ID.....

Date.....

Directions: Answer all the questions listed below.

Test I: Give short answer (10 point)

1. Explain the importance of identifying work requirements

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

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

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points



Information Sheet 2- Prioritizing work activities

2.1. Prioritizing work activities

A work plan is an argument; it is written to plan the activities for a given period, first to convince decision makers for its approval, then as a guiding document for the activities to be carried out during that time. Prioritizing goals and tasks is about ordering objectives in terms of their importance. The prioritizing process may also reflect steps necessary in completing a task or achieving a goal. For example, if a goal is to increase sales by 25 percent and an associated task is to increase sales staff, the company will need to complete the steps toward achieving that objective in chronological order.

Consider the work's priority. Priority needs to drive everything. If you have been rigorous in your prioritization process, start at the top of the list and begin allocating work from there. That list should be based on the team's and the enterprise's goals. This has to be the first consideration in terms of how you distribute work. If a project is a top priority and somebody is available to do that work, they should be tasked with that work.

Quick tips for effective prioritization

As you realize the necessity of proper prioritization, it can suddenly feel more complicated and more stress-inducing than creating a simple task list. The key strategies mentioned above are summarized below, to help you set your priorities with intention.

- Write everything down personal and work tasks should be captured in one place.
- Evaluate long-term goals: Consider your larger long-term goals, and the work you need to do to reach them.
- Break down larger goals: To understand how to achieve your long-term goals, break them down into yearly, monthly, and weekly achievements.



- Create clear deadlines: Give yourself full visibility of deadlines, and create deadlines for yourself when none are formally required.
- Employ the urgent-versus-important method: Prioritize urgent and important tasks; set a specific time to work on important non urgent tasks; and delegate or remove all other tasks.
- Create a daily MIT list: Write down three important tasks that should be done that day. These tasks should always relate to your larger, future goals.
- Avoid distractions: Intentionally avoid competing tasks, especially as task difficulty increases.
- Consider effort: When your task list is becoming too much, prioritize according to effort and breeze through those easier tasks more quickly.

Prioritize your time and be realistic

No matter how well you prioritize, there is only so much you can achieve in one day, and certain distractions are impossible to avoid. It's important to be realistic in setting goals and prioritizing tasks. Otherwise, you'll create false expectations of those around you, and you'll constantly feel as if you're falling behind. Remember, the purpose of prioritization is to spend time working on the important tasks, those things that will make a difference in the long run and move you in the right direction. When prioritization is handled well, you'll feel less reactive and more focused and intentional. The aim is to complete work that signifies true progress, and let all the rest all the "busyness" fall to the wayside.



Self-check 2	Written test
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Name.....

ID.....

Date.....

Directions: Answer all the questions listed below.

Test I: Choose the best answer (10 point)

1. List the quick tips for effective prioritization

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

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points



Information Sheet 3- Allocating work

3.1 Work Allocation Procedures

It is the process by how the works are allocated to who has to perform. Use the procedures below for effective work allocation.

Priority- Consider the work's priority. Priority needs to drive everything. If you have been rigorous in your prioritization process, start at the top of the list and begin allocating work from there. That list should be based on the team's and the enterprise's goals. This has to be the first consideration in terms of how you distribute work. If a project is a top priority and somebody is available to do that work, they should be tasked with that work.

Skill Sets- Evaluate the skill set of the people who you are thinking about distributing the work to. If they have the right skill set, you are going to get a high quality result. The product will be something that meets your customer's needs. This also reduces the likelihood of people failing because you are not giving them work that they don't have the skill set to perform. You are giving them something they can be successful with.

Availability- The next consideration for allocating work is a person's availability. All things being equal in terms of priority and skill set, who is free to do the work? Who has the bandwidth? You should not be shifting resources from one project to another when you have available resources to pick up that new project.

Development- Next, you have to think about the development opportunity this project might present for that person. You should be constantly upgrading your team's skill set. A way to do that is to give them new work where they are going to learn new skills. Put them in situations where they are going to be a little bit uncomfortable because of the challenging work nature. Give them projects where they are going to have to step up and learn, be taught, and be open to feedback



and coaching. That is how you are going to take your team to the next level of performance.

Interest- The last consideration in terms of which person gets the work when it needs to be allocated is does somebody has an interest in performing that particular task? If someone is really interested and passionate about a project, you should let them take it on. They are going to be motivated, excited to do it, and hopefully their performance will follow. One caveat here – make sure people do not only gravitate to the work they enjoy doing and they stay away from things that they are not comfortable with. If you let that happen, they are going to end up being narrow in their focus. However, it may mandatory for an employee to perform many activities especially when an enterprise is at its infant stage or growth stage.

Go allocate some work- If you think about all of these considerations as you distribute work across your team, doing so will ensure you tackle the highest priority projects with the people who have the right skills to do it.

Please note that these points are important for effective work allocation:

Fair – nobody in the team wittingly is appointed to some work, which he cannot accomplish due to some objective conditions.

Equal – portions or types of workloads are allocated equally, so nobody in the team appears just overwhelmed with excessive tasks (if this is not somehow stipulated and compensated), while someone other enjoys unjustified freeness.

Justified – work is always accurately assessed and assigned only to appropriate employees who are approved, expected or motivated as capable of doing it.

3.2. Action Plan to Allocate Work

To properly allocate the work, an enterprise can use these steps for effective allocation.

Step 1: Plan how the team will undertake its work:

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- Analyze the work structure and objectives.
- Identify and discuss the working targets together with the team members.
- Identify and describe tasks and activities needed to attain these targets.
- Identify what skills and methods are required to accomplish each of these tasks.
- Consider standards or level of expected performance for every task.
- Consider how requirements of these tasks match resources available to your team.
- Identify individual capabilities and talents that can be exclusively useful on this work.
- Consider level and scope of individual competency of every person in your team about the outstanding tasks.
- Consider and prioritize the workloads already appointed to the team members to put on hold any items which can be discarded or wait for a while.
- Summarize ability of certain team members to undertake certain tasks from the list.
- Draft tasks and responsibilities to be assigned to appropriate individuals within the team.
- Discuss these assignments with the team members to check their readiness and opinions.

Step 2: Organize individual daily work plans:

- Estimate amount of time and resources required to get each of the listed tasks done.
- Compose special schedule of tasks to regulate general workflow and its milestones.
- Allocate tasks to appropriate team members, considering their skills, knowledge, experience, outstanding workloads and desired opportunity for development.
- Brief the team on the jobs they have been assigned to, and introduce the performance criteria suiting each of the tasks.



- Introduce the work timeline to the team and request the assigned team members to elaborate their individual working plans and solutions to fit the master schedule.
- Provide all the necessary management assistance and expertise to facilitate this effort.
- Encourage the team members to ask their questions and make suggestions on clarification and specification of their tasks.
- Renegotiate responsibilities to add changes to the workplaces and roles where appropriate.
- Check individual plans and alter them to fit certain master requirements.
- Make sure all allocated assignments are appropriate to interests and competency of the team members.
- Make sure all performance standards and responsibilities are communicated and accepted.
- Make sure everyone is motivated to do the assigned work.

Step 3: Check ongoing performance of allocated tasks:

- Keep control over the progress and quality of the work.
- Make sure standard or level of expected performance is mostly observed.
- Make sure prompt and constructive feedback is always provided to support team members.
- Make sure competency of employees work as it is expected.
- Quickly address all problems and unforeseen events.
- Support team members in identifying and dealing with upcoming issues.
- Ensure motivation and interest of the team members.
- Make sure competency of team members be improved.
- Provide reserved resources to support completion where justified.

3.3. Managing work allocation concerns

Employees may wish to discuss work allocation concerns with their Supervisor either during the Enrich process or at any stage that they are experiencing work allocation concerns. The following approaches may provide assistance to



Employees in their Enrich discussions or in any other discussion in relation to work allocation.

Self-check 3	Written test
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Name.....

ID.....

Date.....

Directions: Answer all the questions listed below.

Test I: Choose the best answer (10 point)

1. Explain each of action Plan to Allocate Work
You can ask you teacher for the copy of the correct answers.

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points



LG #100

LO2. Monitor and manage work

Instruction sheet

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

- Coordinating people, resources and/or equipment
- Communicating staff, clients and/or contractors
- Applying problem solving techniques

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

- Coordinate people, resources and/or equipment
- Communicate staff, clients and/or contractors
- Apply problem solving techniques

Learning Instructions:

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



Information Sheet 1- Coordinating people, resources and/or equipment

1.1. Coordinate people, resources and/or equipment

Managing Human Resources

An enterprise needs additional or new employees as it grows and expands. To meet its new requirements of personnel to implement the growth plan, an enterprise has to keep tracking the labor regulations and procedures. According to Ethiopian labor laws, some of useful law, regulations, and procedures are discussed below in association with how the enterprise applies them.

Ethiopian Labour Laws and Regulations

Considering the recent rules and regulations of labor laws in Ethiopia, an enterprise drafts its human resources regulations for both its own and employees benefits. The followings are some of the useful areas of focus for an enterprise to keep the employment regulations. (The following points on contract of employment are fully taken from Negarit Gazeta, 20 January 1993, Vol. 52, No. 27, pp. 268-328.)

Contract of employment

A contract is an agreement entered into between two or more parties to discharge responsibilities. Human resource rules, regulations law and procedures are identified and determined.

Elements of a contract.

- A contract of employment shall be deemed formed where a person agrees directly or indirectly, to perform work for and under the authority of an employer for a definite or indefinite period or piecework in return for remuneration.
- A contract of employment shall be stipulated clearly and in such manner so that the parties are left with no uncertainty as to their respective rights and obligations under the terms thereof.



- A contract of employment shall specify the type of employment and place of work, the rate of wages, method of calculation thereof, manner and interval of payment and duration of the contract.
- A contract of employment shall not be concluded for the performance of unlawful or immoral activities.
- The contract of employment shall not lay down less favorable conditions for the employee than those provided for by the law, collective agreement or work rules.
- A written contract of employment. Subject to the provisions of the relevant law, a written contract of employment shall specify the following:
 - The name and address of the employer;
 - The name, age, address and work card number, if any, of the worker;
 - The agreement of the contracting parties made in accordance with section of this proclamation; and
 - The signature of the contracting parties.

Duration of contract of employment

Contract for an indefinite period. Any contract of employment shall be deemed to have been concluded for an indefinite period except for those provided hereunder. Contract for definite period or piecework. A contract of employment may be concluded for a definite period or for piecework in the case of:

- The performance of specified piece work;
- The replacement of a worker who is temporarily absent due to leave or sickness or other causes;
- The performance of work in the event of abnormal pressure of work;
- The performance of urgent work to prevent damage or disaster to life or property, to repair defects or breakdowns in works, materials, building or plant of the undertaking;
- Irregular work which relates to a permanent part of the works of an employer but is performed at irregular intervals;
- Seasonal work which relates to the permanent part of the works of an employment but is performed only for a specified period of the year which is regularly repeated in the course of a number of years;
- Occasional work which does not form part of the permanent activity of the employer but which is done intermittently.



Generally:

- A contract of employment shall only be terminated upon initiation by the employer or worker and in accordance with the provisions of the law or a collective agreement or by the agreement of the two parties.
- The amalgamation or division or transfer of ownership of an undertaking shall not have the effect of terminating a contract of employment.



Self-Check – 1	Written test
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Name.....

ID.....

Date.....

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Short Answer Questions (10 pts)

1. Explain the ways of coordinating people, resource and equipments

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

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



Information Sheet 2- Communicating staff, clients and/or contractors

2.1. Communicating staff, clients and/or contractors

Maintain Staff Requirements to Maximize Productivity

In addition to your traditional communication role, you can make your presence felt by improving operational communication and therefore operational performance. You may ask why you should become involved in operational communication. After all, it should be an operational responsibility. The answer is that workplace communication is probably the most important communication of all because it directly affects profitability, or in the case of government entities, their efficiency and effectiveness. And if operational managers aren't addressing operational miscommunication problems, then it is legitimate for communicators to initiate action in everyone's interests.

Productivity is simply a measure of the ratio between the output of a process and the input of resources needed for it. It is usually expressed as output divided by input. Output can be expressed in terms of units or volumes and these units have usually been already determined for production planning purposes. In cases where outputs cannot be individually defined a monetary total can be used (e.g. \$ of production, \$ of sales, etc).

Improving Productivity

The cost of any product or service is the sum of the costs of the resources used in producing it. The more productive each of those resources can be made lower the final cost of the product. In a free market the lower the cost of a product, the greater the demand, it generates and the more profitable, the enterprise, with ultimately a beneficial effect on the living standards of everyone.

2.2. Staff Productivity

Service optimization enables you to improve efficiencies and increase staff productivity without an accompanying increase in costs. Through a disciplined approach, you carefully examine existing management processes in your data center and identify those that are not performing up to expectations. Then, using



a combination of best practices and intelligent automation, you make those processes more effective.

Staff, clients and/or contractors are communicated within a clear and regular manner, to monitor work in relation to *business goals* or timelines

Generally, the business goals include:

- sales targets
- budgetary targets
- team and individual goals
- production targets
- reporting deadlines

Operations that underlying the success of a business enterprise are the establishment and application of controls by the owners or management in addition to the systematic record keeping of business transactions, which, at the end of the period, keeps the owner well-informed about the performance of the business. A small business owner (SBO) is a person who establishes and manages a business to attain personal objectives and sees the business as an extension of his or her needs, goals and personality since growth might not be such person's major objective.

Self-Check – 2	Written test
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Information Sheet 3- Apply problem solving techniques

Name.....

ID.....

Date.....

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Short Answer Questions (10 pts)

1. list and explain each of business goal

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

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



3.1. Apply problem-solving techniques

Problem solving techniques are applied to work situations to overcome difficulties and achieve positive outcomes problem-solving techniques may include:

- Gaining additional research and information to make better informed decisions
- Looking for patterns
- Considering related problems or those from the past and how they were handled
- Eliminating possibilities
- Identifying and attempting sub-tasks
- Collaborating and asking for advice or help from additional sources
- Analyzing business proposals and opportunities
- Analyzing product applications and usage; conducting segmentation analysis of small business market
- Using modeling tools to test assumptions against a variety of scenarios
- In all problem, solving cases there is a need to understand the problem.

Understanding the Problem

Before you devise a plan, make sure that you understand the problem. To understand the problem there is a need to find out what is causing the problem and then how to remove it. An example: Turnover of a product is unacceptably low and there is a need to examine why the product sales are low.

- Is the product really, what the customers want?
- Are customers aware of its benefits?
- Is the price right?
- Am I able to supply it when and where the customers need it?
- Is it the right colour?
- Are the traders pushing other similar products due to the commission paid?
- All possibilities should be investigated!

If there is not a simple solution then the solution must be given importance in the context of strategic planning process. The inability to solve problems often is caused by restricted thinking or stereo type thinking. Often a fresh set of eyes can provide a solution which when solved leads the original solver to state 'how silly of me' or 'why didn't I think of that?' or 'it was staring me in the face all of the time'. Problems are very close to being solved and only restricted by the ability



of the observer to apply an unrestricted focus to it. Drawing on the experiences is important but so is opening the mind to alternate solutions. Not simply stating 'but we have always done it that way'.

Problem solving techniques may include but is not limited to:

- Gaining additional research and information to make better informed decisions
- Looking for patterns
- Considering related problems or those from the past and how they were handled
- Eliminating possibilities
- Identifying and attempting sub-tasks
- Collaborating and asking for advice or help from additional sources

Self-Check – 3	Written test
-----------------------	---------------------



Name.....

ID.....

Date.....

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Short Answer Questions (10 pts)

1. list and explain problem solving techniques

Note: Satisfactory rating – 10 points

Unsatisfactory - below 10 points

LG #101	LO #3- Develop effective work habits
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Instruction sheet
<p>This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:</p> <ul style="list-style-type: none"> • Identifying work and personal priorities • Soughing and using input from internal and external sources • Responding business or inquiries • Presenting Information <p>This guide will also assist you to attain the learning outcomes stated in the cover page. Specifically, upon completion of this learning guide, you will be able to:</p> <ul style="list-style-type: none"> • Identify work and personal priorities
Learning Instructions:
<ol style="list-style-type: none"> 1. Read the specific objectives of this Learning Guide. 2. Follow the instructions described below. 3. Read the information written in the “Information Sheets”. Try to understand what are being discussed. Ask your trainer for assistance if you have hard time understanding them. 4. Accomplish the “Self-checks” which are placed following all information sheets. 5. Ask from your trainer the key to correction (key answers) or you can request your trainer to correct your work. (You are to get the key answer only after you finished answering the Self-checks).



Information Sheet 1- Identifying work and personal priorities

1.1. Identified work and personal prior

Managing your personal work priorities is at the core of being effective in the workplace.

Top manage work priorities

- ✓ Step back and look at the bigger picture
- ✓ Establish your priorities.
- ✓ Allocate your time to the tasks that matter
- ✓ Plan your weeks and daily task lists
- ✓ Manage your emails.
- ✓ Minimize distractions and interruptions
- ✓ Don't procrastinate

Step back and look at the bigger picture

Good managers are required to step out of detail and look at the bigger picture. Sometimes it helps to go back to the basics and read your position description have a look at the organization chart to remind yourself exactly what you were hired to do, and as a result, what your priorities should be.

Establish your priorities.

Categorized your tasks by importance and Urgency. This will enable you to decide which matters regard your direct attention, which matters you should delegate, which tasks you could postpone and which tasks you can dump. Importance is the first factor of establishing priorities. Urgency is second.

Allocate your time to the tasks that matter.

The Pareto Principle, or the 80/20 rules, suggests that 20% of your efforts produce 80% of your results. Before you begin a task, ask yourself the question, "What will the outcome be? Then you can try to avoid the time wasters. Record a time log for 3 days and monitor exactly what you are spending your time on. What time was spent on important or urgent tasks?



Plan your weeks and daily task lists.

Effective time management starts with good planning, so plan your weeks and days, not at the beginning of the day, allocate time on Friday afternoon to plan the week ahead. Daily tasks should be planned the evening prior to avoid distractions, which often occur first thing in the morning. Create to do lists, whether paper based or electronic. There are also some great applications for smart phones and tablets the manage your tasks; some are outlined here in our article 6 More Apps to Help You Study and Be More Productive.

Manage your emails

Effective management of emails can have a big impact on freeing up your time. Turn off pop-up notification emails; allocate specific times during the day to check and respond to emails; set-up automatic rules to file unimportant emails.

Minimize distractions and interruptions.

Avoid unnecessary meetings and set boundaries for staff so you're not being continually interrupted. Learn how to say no (where appropriate).

Do not procrastinate

For your most important tasks, allocate these to be done first thing in the morning, and complete them prior to checking email to avoid distractions. Inform your staff that you have a busy morning and would prefer no interruptions unless necessary.

Keep your workspace clean and organized

If your files and desk are well organized, it is going to be much quicker to find what you need and will save you time in the long run. Allocate 1/2 an hour each week to do a quick tidy-up and some filing to maintain your clean workspace.



Self-Check – 1	Written test
-----------------------	---------------------

Name

..... ID..... Date.....

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Matching (20 pts)

N^o	A	B
1.	Establish your priorities	A. files and desk are well organized
2.	Keep your work space clean	B. Top manage work priorities
3.	Distractions and interruptions	C. Avoid unnecessary meetings
4.	Weeks and daily task lists	D. Effective time management

Note: Satisfactory rating - 20 points Unsatisfactory - below 20 points
You can ask you teacher for the copy of the correct answers



Information Sheet 2- Soughing and using input from internal and external

2.1. Seeking Inputs from internal and external sources

Stakeholder is a person who has something to gain or lose through the outcomes of a planning process, programmer or project. Stakeholder Engagement is the process of effectively eliciting stakeholders' views on their relationship with the organization project. Stakeholder Analysis is a technique used to identify and assess the influence and importance of key people, groups of people, or organizations that may significantly impact the success of your activity or project. Stakeholder Management is essentially stakeholder relationship management as it is the relationship and not the actual stakeholder groups that are managed.

The following questions are designed to reveal the stakes as well as help to identify the right people to involve in any particular situation.

- a. Who holds official positions relevant to what you are doing?
- b. Who runs organizations with relevant interests?
- c. Who has been involved in any similar situations in the past?
- d. Whose names come up regularly when you are discussing this subject?

Assess the nature of each stakeholder's influence and importance

It is important to understand that individuals and groups behave differently in different situations. The impact stakeholders can have on organizational policy, strategy, and project is dependent on their relationship to either the organization itself or the issues of concern, or both. Influence and importance is always in relation to the objectives you are seeking to achieve.

Influence:

Simply refers to how powerful a stakeholder is in terms of influencing direction of the project and outcomes.

Importance:



Simply refers to those stakeholders whose problems, needs and interests are priority for an organization. If these important stakeholders are not assessed effectively then the project cannot be deemed a success. Here are some examples of types of direct influence:

- ✓ legal hierarchy (command control of budgets)
- ✓ authority of leadership (charismatic, political)
- ✓ control of strategic resources (suppliers of services or other inputs)
- ✓ possession of specialist knowledge
- ✓ Negotiation position (strength in relation to other stakeholders)

Indirect influence may also be achieved through:

- ✓ social, economic or political in status
- ✓ varying degrees of organization and consensus in groups
- ✓ ability to influence the control of strategic resources significant to the project
- ✓ informal influence through links with other groups
- ✓ Other stakeholders in assessing their importance to the project issues.

The following list of internal and external stakeholders differences

Table: 2.1. Basic difference b/n internal and external stakeholders

internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"> ✓ Director of Public Health ✓ Head of Health Intelligence and Information ✓ Procurement ✓ Director of Nursing ✓ Public Health Strategists ✓ Public Health Management Analyst ✓ Director of Programmers and Services ✓ Research Scientist ✓ Communications ✓ Environmental Health Intelligence Analyst ✓ Public Health Manager ✓ Trustees ✓ Board committee members 	<ul style="list-style-type: none"> ✓ Local Authority/council ✓ Providers ✓ Acute trusts ✓ Patients ✓ Service users ✓ Customers ✓ Suppliers ✓ Funders ✓ Quality assessors ✓ Link group ✓ Special interest groups ✓ Health visitors/school nurses ✓ Wider public health workforce ✓ Media



Self-Check – 2	Written test
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Name..... ID..... Date.....

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Says true or false (10 pts)

2. Stakeholder is a person who has something to gain or lose through the outcomes of a planning process, programmer or project.
3. Stakeholder Analysis is a technique used to identify and assess the influence and importance of key people.

Note: Satisfactory rating – 20 points Unsatisfactory - below 20 points

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



Information Sheet 3- Responding business or inquiries

3.1. Responding to business or inquiries promptly and effectively

Responding to a customer in a prompt and professional manner is very important for many reasons. Companies rely on their customers to keep a business running smoothly and profitable. In order to keep customers satisfied, they expect their concerns to be handled professionally, effectively and swiftly. This is why it is very important to respond to customers request in a prompt and professional manner.

When dealing with customers online or by phone, try asking yourself these questions?

- ✓ If a customer leaves a message for an employee, what are the expectations in terms of how much time can elapse before calling him/her back?
- ✓ What are the policies regarding responding to customers?
- ✓ How much training have employees had with regard to responding to customers in terms of time management, prioritization of customer issues and dealing with difficult or angry customers?
- ✓ How well do employees understand the company's products/services, its policies and what the next level or step in problem resolution is?

Tips on responding to customer complaints:

- ✓ listen to the customer's experience in its entirety
- ✓ apologize
- ✓ focus on the solution
- ✓ don't rush the customer
- ✓ find complaints before they find you

Customer complaints are timeless. No matter the size, nature, or success of your business, you will always have at least a small percentage of people who are not happy with what you do. The idea that you cannot please everyone is as true today as it was a century ago. Since a customer service makes the backbone of any successful business, you cannot afford to turn.

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Self-Check – 3	Written test
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Name..... ID..... Date.....

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Choose the best answer (10 Pts)

1. Customer complaints are timeless which means the customer needs immediate .
A. True B. False
2. Customer service in businesses has schemes they pursue to make it efficient.
A. True B. False

Note: Satisfactory rating – 20 points Unsatisfactory - below 20 points
You can ask you teacher for the copy of the correct answers



Information Sheet 4- Presenting Information

4.1. Presenting Information in appropriate format

The designing technique of white board is different and it requires special software to design whiteboard presentation. It is not popularly known but whiteboard animation finds its application in explaining the concept, short stories, general process. It is particularly a good platform when you do not have input data i.e. images and videos. The whole whiteboard video is prepared with library images that are a symbolic representation of the topic or subject. Many start-ups are the fan of this whiteboard presentation format as this helps them to explain the concept.

Parameters for choosing Presentation format

- Complexity
- Delivery mode (Face to Face/remote)
- Self-explanatory or with an explanation
- Interactive or running
- Audience type
- The subject of presentation (Complexity)
- Voice over or without voice
- Costing or budget for presentation

The complexity of the subject:

Your agency may suggest a Video may be 3 D depending upon the complexity of the subject that is to be presented. As evident 3D may display the object or product with various angles and cut n slice way, it may be easier to convince client by displaying 3D Presentation than displaying a PPT presentation for same subject.

Delivery mode:

Considering the fact that a presentation is required to be given face to face any presentation format may be suitable (other factors may change the suggested format), however when the



presentation is supposed to be given remotely then using of video and voice is recommended.

Self-explanatory or with an explanation:

A self-explanatory presentation requires more direct language and script rather than with explanation (Like PPT, or flash presentation with music but no voice) If you plan to show your presentation where the user is expected to understand it by him, you better go for interactive, voiceover, video or flash based presentation.

The difference between flash-based presentation and PPT presentation is given here. Interactive or running presentation: An interactive presentation is the most recommended presentation in many cases as this presentation not only have voice over, pictures but interactive buttons to control the presentation completely.

It can work like video and work like PowerPoint (except editing is not that easy, you can pause it, play it, skip the module or go to any section directly. You have full control on delivery of presentation though it has the drawback of not being played on Apple pcs and Android. Audience type:

This also affects the presentation format. For large gathering like a seminar or event, it is recommended to use either video or PowerPoint. While for a small gathering or one to one meeting interactive or hybrid presentation. Also, if you are planning to display the presentation to C suit or top management. These people have a lack of time and always want to see some specific information with lots of facts & figures. Hybrid or flash presentation is the right presentation format for this audience type.

The subject of Presentation:

This also affects the decision of presentation format. For complex subject, it is advisable to use, interactive presentation with voice over and fact sheet attached to that. A hybride presentation is most recommended which can display video, image, voice, music, 3D or whiteboard collectively and any media can be used as per their best capability to explain the complexity of subject within frame of hybrid presentation. Check with your agency if they can work on that format, as it is not widely known to people.



Self-Check - 4	Written test
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Name..... ID..... Date...

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Test I: Choose the best answer (10 pts)

1. The decision of presentation format. For complex subject is called_____

- A. Voice or no Voice
- B. Budget/ Costing
- C. subject of Presentation D. None

2. The plat form presentation is called _____

- A. Costing B. Budgeting C. Planning D. B \$ C

Note: Satisfactory rating – 20 points Unsatisfactory - below 20 points
You can ask you teacher for the copy of the correct answers.



LG #102

LO #4- Interpret financial information

Instruction sheet

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

- Identifying relevant documents and reports.
- Reading and understanding documents and reports
- Analyzing, checking, evaluating, organizing and reconciling data and calculation.
- maintaining daily financial records and cash flow
- Preparing and disturbing invoices and payments
- Collecting outstanding accounts

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

- Identify relevant documents and reports.
- Read and understanding documents and reports
- Analyze, check, evaluate, organize and reconciling data and calculation.
- maintain daily financial records and cash flow
- Prepare and disturb invoices and payments

Learning Instructions:

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



Information Sheet 1- Identifying relevant documents and reports

1.1. Identifying relevant documents and reports

The interpretation of financial information is a very important process for internal and external users. Owners employ other people to assist them run their business with many relying on bookkeepers, ledger keepers or accountants to maintain the cash and credit sales and purchase functions in books or ledger. However, if the reliance is absolute and they do not understand what or how items are recorded the owners are at some risk of fraud, conversion or loss. A good manager therefore either has some analysis skills or employs others to assist in checks and balances by virtue of system design or audit.

Additionally, external agencies have different needs when viewing the reports of clients etc but it is essential that their staff who undertake this function are fully cognisant with the interpretation and consequences of any information that is generated. The role is only complete after full investigation has taken place and this might involve a need to contact the client or its staff for further clarification.

Daily financial records and cash flow are maintained correctly and in accordance with legal and accounting requirements

1.1.1. Objective and benefits of financial records

Financial record is the formal documents, which represents the transactions of a business, an individual or any other organization. Financial record is being maintained by companies including income statement, balance sheet, cash flow statement, statement of retained earnings, and tax returns. Keeping the financial record in an organized way is a key indication of a successful business.

Benefits of Keeping Good Accounting Records

It is very important that business owners make a habit of recording their business transactions every day. It will assist in making informed, efficient and precise decisions at any time. Proper Bookkeeping involves maintaining up to date accounting system, which includes recording business transactions as they occur, as well as keeping important receipts or bills for substantiating all expenses incurred on behalf of the business. The advantages of keeping good accounting records cannot be overemphasized and some are:



i. Well-kept records means tax saving

Well-kept accounting records act as a reminder of a person's deductible credits and expenses. It is only by keeping correct records of business expenses that owners are able to proof various expenses that were incurred while carrying out business operations. By doing this, they are not forced to rely on memory. This means they only pay what is due, no more or less, as their records remind them of all the expenses they are entitled to claim against their income.

ii. Good accounting records act as backup for all income and business expenses incurred in time of audit

Without good records, tax auditors may be forced to make decisions based on their "best judgment" of what value the income and expenses may be, according to the size, location or type of a business. Additionally, without the right records, industry standards might be used as a guide in the audit of a business.

iii. Good records shorten the length of time that an audit takes to be completed

If a business is chosen for audit, the business owner will be asked to produce the necessary backups to the info filed on the income tax return. Once the business operator has produced the right records, then the tax auditor will be able to examine the records provided and make a timely decision on the accuracy of those records. The auditor will therefore spend less time at the business.

iv. Good record keeping complies with the law

One of the main advantages of keeping good accounting records is to comply with the law.

By simply being organized, businesses not only enjoy the above benefits, but also stay within the law.

v. Records keep owners informed about their businesses financial position

With the right records, a business owner can identify areas for expansion or improvements. Proper records also help the business owner to secure financing for the business. Additionally, proper analysis of records can help in making strategic decision of changing business focus.

vi. Avoid interest and penalties

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Proper accounting records help business owners to avoid interest and penalties as they make it easier for them to pay the right amount of tax and at the right time. Penalties are here forever (if any), but proper records can help business owners avoid them. By the time the deadline comes, everything should be in good order ready for filing.

4.1.2. Objective of financial reporting

The objective of financial reporting is to track, analyze and report your business' income. The purpose of these reports is to examine resource usage, cash flow, business performance and the financial health of the business. This helps you and your investors make informed decisions about how to manage the business.

**Self-check-1****Written test**

Instruction: Follow the below selected instruction

Write true if the statement is correct and write false if the statement is wrong.

N°	Questions
1	Financial record is the formal documents, which represents the transactions of a business, an individual or any other organization.
2	Objective of financial reporting is to track, analyze and report your business' income.

Note: the satisfactory rating is as follows

Satisfactory	2 points
Unsatisfactory	Below 2 points



Information Sheet 2- Reading and understanding documents and reports

2.1. Reading and understanding documents and reports

Financial Management

- Financial management is a managerial activity concerned with procurement and utilization of funds for business/social service purpose.
- The finance manager deals with planning, organizing, directing and controlling financial activities of the enterprises.
- The scope of financial management is very wide. It should not be considered to be merely restricted to raising of capital as it also covers other aspects of financing like, assessing the needs for capital, raising sufficient amount of funds, cost of financing, budgeting, lending and borrowing policies, dividend policy etc...
- The financial manager assesses the financial needs of the business in advance and then sets himself in to motions to procure funds from various sources.
- procurement of funds is a complex job as choices of sources of finance is based on complex factors like, risk, period, control and cost.
- Various sources of finance like shares, banks and other financial institutions, public deposits etc... have to be appraised in the light of these factors.
- After the funds have been procured, their effective utilization is another major task of financial management.
- The financial manager has to see that funds are properly utilized and they do not remain idle as they involve many costs.
- The funds should be put in to those channels which generate an income higher than the costs of procuring them.

Financial records

Everyone in business must keep financial records. Keeping good financial records is very important to your business. Good financial records will help you do the following:

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- Monitor the progress of your business:
- Prepare your financial statements: These include income (profit and loss) statements and balance sheets. These statements can help you in dealing with your bank or creditors and help you manage your business.
 - ✓ An income statement shows the income and expenses of the business for a given period of time.
 - ✓ A balance sheet shows the assets, liabilities, and your equity in the business on a given date.
- Identify sources of your income
- Keep track of your deductible expenses: Unless you record them when they occur, you may forget expenses when you prepare your tax return.
- Keep track of your basis in property: You will use the basis to figure the gain or loss on the sale, exchange, or other disposition of property, as well as deductions for depreciation, amortization, depletion, and casualty losses.
- Prepare your tax return:
- Support items reported on your tax returns: You must keep your business records available at all times for inspection. A complete set of records will speed up the examination.

Financial reporting

Financial reporting should depict an accurate position of a company's finances; these are sometimes referred to as Management Accounts and will include revenue, cost of sales, expenses, and overheads. Financial reporting is a way of following standard accounting practices to give an accurate depiction of a company's finances, including:

- Revenues
- Expenses
- Profits
- Capital
- Cash flow

Benefits of financial reporting

Financial reporting has the following benefits:

- Managing your liquidity
- Sales trends



- Access real-time
- Government compliance
- Creating your own reports

Here are also few reasons why financial reporting is important to your business:

- Tax purposes:
- Showing financial condition
- Evaluating operations.
- Examining cash flow
- Sharing shareholder equity
- Decision-making, planning and forecasting
- Mitigate errors.

Goals of financial reporting

There are three main goals of financial reporting:

- Provide information to investors
- Track cash flow
- Analyze assets, liabilities and owner's equity

**Self-Check -2****Written Test**

Directions: Write short and precise answers for the following questions and write your answer on the space provided.

1. Write at least four importance good financial records. (4 pts)
 - A. -----
 - B. -----
 - C. -----
 - D. -----

2. What are three main goals of financial reporting? (3 pts)
 - A. -----
 - B. -----
 - C. -----

3. List at least three reasons why financial report is important. (3 pts)
 - A. -----
 - B. -----
 - C. -----

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

an ask you teacher for the copy of the correct answers.



Information Sheet 3- Analyzing, checking, evaluating, organizing and reconciling data and calculation.

3.1. Analyzing Information on market and business

A key part of any business plan is the market analysis. This section needs to demonstrate both your expertise in your particular market and the attractiveness of the market from a financial standpoint. This article first look at what we mean exactly by market analysis before looking at how to make a good one for your business plan. A market analysis is a quantitative and qualitative assessment of a market. It looks into the size of the market both in volume and in value, the various customer segments and buying patterns, the competition, and the economic environment in terms of barriers to entry and regulation. A market analysis is the process of gathering information about a market within an industry. A market analysis may seem complex, but it is necessary if you want to lead your business in the direction of success.

- **When you conduct a market analysis, you learn the following:**

- ✓ Who are my potential customers?
- ✓ What are my customers' shopping and buying habits?
- ✓ How large is my target market?
- ✓ How much are potential customers willing to pay?
- ✓ Who is my competition?
- ✓ What are my competitors' strengths and weaknesses?

- **How to conduct a market analysis:**

Conducting and writing a market analysis takes time and lots of research. It's not something you can whip up overnight. To help guide you through your market assessment journey, follow the seven market analysis steps below.

- ✓ Determine the purpose of your study
- ✓ Look at your industry's outlook
- ✓ Pinpoint target customers
- ✓ Compare your competition
- ✓ Gather additional data
- ✓ Analyze your findings
- ✓ Put your analysis into action



- **Determine the purpose of your study**

There are many reasons why businesses might conduct market research. You may use them to assess business risks (e.g., threats), reduce issues, or create opportunities. Internal purposes include things like improving cash flow or business operations. Pinpoint target customers. The truth is, not every person will be your customer. But that's OK! When you analyze the market, you must determine who your potential customers are. This part of the process is called a target market analysis. You need to fully understand who your customers are and where they come from. Your research should paint a clear picture of your potential customers. Look at things like:

- ✓ Age
- ✓ Income
- ✓ Gender
- ✓ Location
- ✓ Occupation
- ✓ Education level
- ✓ Marital or family status

- **Compare your competition**

To further analyze the market, you need to understand your competition. In addition, you must know whom your competitors are trying to target. Take the time to research what other businesses are out there. Look at things like your competition's offerings, location, targeted customers, and disadvantages in the market.

- **Gather additional data**

Information is your greatest ally when it comes to conducting a market analysis.

The more information you gather and have the better off your business will be.

The data you have should be unbiased, relevant, and factual. You should be able to back up your research and make decisions based on accurate information.

- **Analyze your findings**

After you analyze the market, it's time to take a look at your findings. Lay out all of your research and organize it using different sections. Include sections for your purpose, target market, and competition.

Put your analysis into action

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Conducting a market analysis might seem like a daunting task, but your business will thank you for it later. Sure, you'll spend a good chunk of time working on your marketing analysis.



Self-Check-3	Written Test
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Instruction: Follow the below selected instruction

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

Multiple choices

N°	Questions
1	Which one of the following is not member of the market analysis questions? A. Who are my potential customers B. How large is my target market C. Who is my competition? D. none
2	How to conduct a market analysis? A. Gather additional data B. Analyze your findings C. Pinpoint target customers D. all of the above
3	Pinpoint target customers research may include _____ A. Occupation B. Education level C. Marital or family status D. All of the above

Satisfactory	3 points
Unsatisfact	Below 2 points



Information Sheet 4- maintaining daily financial records and cash flow

4.1. Maintaining daily financial records

Keep Good Records

The term “record keeping” refers to the orderly and disciplined practice of storing business records. Record keeping is one of your most important responsibilities as a small business owner. The success of your business depends on creating and maintaining an effective record system, whether your business is a sole proprietorship, partnership, or corporation.

Record keeping ranges from simple manila folder filing systems to complex on - line electronic systems. Whether simple or complex, a record keeping system must be easy to use and provide adequate storage and retrieval of records. Most importantly, the record keeping system you choose must be suited to your particular business needs. The type, size, and complexity of your business, as well as your business’ available resources, will help to determine the record keeping system best suited to you and your business.

- **Personal Record Keeping**

As a business owner, you should also establish a record keeping system for your personal information. For example, when applying for a business loan, a lender may want to consider your personal records, such as financial statements for your personal checking accounts, savings accounts, and other personal accounts tied to your business.

- **Reasons for Keeping Good Records**

Record keeping is not solely about fulfilling regulations or legal requirements. Record keeping is also about understanding your business, now and in the future. Reasons why you should keep good records include:

- ✓ Detail Tracking
- ✓ Planning
- ✓ Legal compliance
- ✓ Tax preparation (federal, state, and local)

- **Detail Tracking**

Owning a small business will require you to track a significant amount of information, such as



customers, sales, and inventory. Without a proper record keeping system, you may lose sight of important business details, leading to problems with serving your customers. If you do not know details about your customers, such as who your customers are and what your customers like, Planning.

Proper record keeping helps to plan your business' future. How does a business owner who fails to track his customers determine inventory needs for the next quarter, year, or longer? For example, what if you own a clothing store? Clothing store owners must anticipate the need for inventory throughout the year, due to seasonal cycles. By knowing if and when inventory will be needed, you can anticipate the need to finance inventory. You also can avoid carrying too little or too much inventory, such as extra swimsuits into the fall season.

- **Legal Compliance**

As an owner, you will likely execute contracts and be required to hold various licenses and permits. As an employer, you will be required to maintain and report employee payroll for tax purposes. These three categories of legal compliance are discussed in further detail a little later:

- ✓ Contracts, leases, and other agreements (such as copyrights)
- ✓ Licenses, insurance, and permits
- ✓ Payroll and personnel

- **Tax (Federal, State, and Local) Preparation**

A well maintained record keeping system ensures that you are able to keep up with tax reporting requirements. For example, if you are an individual small business owner or contractor, then you are generally considered self-employed. Self-employed owners file a personal income tax return annually and pay estimated tax quarterly.

- **Licenses and Permits**

Local, state, federal, and international governments require various business licenses and permits. Some business activities require a license or permit. Licensing and permitting examples include:

- ✓ City business license
- ✓ Doing business as (DBA) statement
- ✓ Seller's permit
- ✓ Home occupation use permit



✓ Food preparation permit

Professions such as an accountant, an architect, or a building contractor require state licensure. Be sure to check with government agencies and professional associations that govern your line of work. Once you have the required licenses and permits for your business, you may be required to show these licenses and permits from time to time. Contractors may be required to show proof of insurance. Establish your business with a good system for maintaining and regularly renewing licensing and permitting documents to protect the business from penalties, fines or other legal action.

- **Payroll and Personnel**

If you hire employees, your record keeping capacity needs to be advanced enough to comply with numerous local, state, and federal payroll and personnel legal requirements. Depending on the number of employees you hire, your business may require a payroll service. Otherwise, if your record keeping and accounting capacity is still developing, consider hiring independent contractors or hiring through an employment agency. Here is a brief list of some of the payroll and personnel legal information your business will be required to track:

- ✓ Hiring and evaluation documentation
- ✓ Basis on which wages are paid
- ✓ Social Security Numbers
- ✓ Total hours worked
- ✓ Additions to or deductions from wages
- ✓ Total wages paid each pay period
- ✓ Income tax withholdings
- ✓ Fair Labor Standards Act required information
- ✓ Injury reports
- ✓ Employment Records
- ✓ Copy of annual performance evaluations

- **Record Retention**

Not only should small business owners keep good records, but owners should also know which of those records to retain and for how long. Record retention is the practice of keeping business and personal records over time. Good record retention is in the best interest of companies. A poor system of retention will prevent managers from retrieving information needed to make sound business decisions. A poor record keeping retention system also



poses a security risk. The table below shows **1)** a sample of records to keep and **2)** for how many years. The Internal Revenue Service (IRS) determines some record retention guidelines. Other retention.

Table 1 Sample Record Retention Schedule (Subject to business-specific requirements)

Accounting and Fiscal	
Invoices and receivables.....	5 years
Checks and payables.....	5 years
Auditors reports	permanently
Annual statements	permanently
Inventory.....	4 years
Personnel	
Payroll.....	6 years
Contracts.....	4-5 years
Personnel files.....	3 years
Insurance records.....	5 years
Timecards.....	2 years
Retirement plans	permanently
Business and Corporate	
Contracts.....	7 years
Copyrights	permanently
Correspondence.....	3 years
Leases.....	6 years
Property records	permanently
Customer records.....	business specific
Sales records.....	business specific
Licenses.....	as required
Permits.....	as required
Insurance policy.....	as required
Taxation	
Tax returns	permanently



Employee withholding.....7 years
Tax bills and statementspermanently
1099 form for contractor or non-employee compensation.....permanently

If there is pending or threatened litigation involving your business, discuss with your attorney the need to preserve business records for litigation purposes.

- **Common Record Keeping Tools**

Start your business with a simple record keeping system. As your business grows, expand your record keeping system to accommodate more records and increasing complexity.

- ✓ **Paper-Based**

Sometimes, the simplest system is the best, especially when first starting out. For example, consider the paper-based tools described here.

- ✓ **File Folder**

A file folder holds loose papers together for organization and protection. File folders can easily be purchased at office supply stores. Label file folders based on what is inside by writing directly on the tabs or by writing on adhesive labels that are placed on the tabs.

- ✓ **Hanging Folder**

Use hanging folders to group several file folders together. For example, a hanging folder might be labeled “Clients” to contain a number of individual client folders.

- ✓ **Cabinet Storage**

Hanging folders are often stored in a filing cabinet. Lock the cabinet when not in use.

- ✓ **Accordion Folder**

An accordion folder opens like an accordion on top to reveal compartments for storing documents. Each compartment can be labeled. Accordion files are designed to store documents without a filing cabinet, in a closet or on a shelf.

- **“Tickler” System**

Many business owners use a method sometimes called a “tickler” system for remembering



upcoming events, such as:

- ✓ Quarterly taxes
- ✓ License renewals
- ✓ Insurance reviews and renewals
- ✓ Upcoming bills
- ✓ Call-backs

- **Computer Systems**

While most businesses will need to maintain some form of paper-based record keeping, computer-based systems are becoming the norm. Implement computer-based systems over time as you become more comfortable with computer record keeping. With computer systems, your records will take less space and can be transmitted over the Internet. Many businesses and government agencies will allow you to purchase goods, apply for licenses and pay fees over the internet. Remember, back up computer system records to separate hard drives daily, at a remote location if possible.

- **Cloud Computing**

As an alternate or to supplement paper-based and computer systems, one more option is becoming increasingly available: cloud computing. You use cloud computing to store, manage, and process data on the internet, rather than using a local personal computer. The advantages of cloud computing are that 1) you don't need to install software upgrades; 2) you are less likely to lose your data because of computer crashes; and 3) you can access your information (such as financial information) from any location that has access to the internet.

- **Cloud Computing File Hosting**

If you use computer files in your business, you can store and share those files with colleagues and clients using an internet file hosting service. The files can be made accessible from any location with access to the internet, by multiple people. You can use file hosting to archive large amounts of data. Both free and fee-based hosting services are available.

- **Business Software**

Regardless of whether you use a computer system, cloud-based computing, or a

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combination of the two, you will need to think about business software to help keep your records. When choosing software, it is a good idea to determine your particular business needs. Businesses can be retail or wholesale, service or product-based, a one-person operation or a large establishment, housed in a commercial space or based at home. Do your research to make sure you buy software that matches your business type and size. Also, consider factors such as these when deciding what software will work for your business:

- ✓ Point of sale system integration
- ✓ Inventory tracking
- ✓ Online options
- ✓ Manufacturing-based options
- ✓ E-commerce-based options
- ✓ Industry specialization
- ✓ Multiple users
- ✓ Your business software choices will probably fall into the following categories, which are discussed below:
 - ✓ Inventory
 - ✓ Online sales
 - ✓ Manufacturing
 - ✓ Specialized

- **Inventory:** Businesses with inventory requirements use software programs that will track inventory purchases and sales. Most accounting programs have inventory tracking features. Study the inventory capacity of the software you are considering to see if the capacity will meet your needs now and in the future.

- **Online Sales:** Many businesses sell products online, using either an internet site like eBay or a dedicated business web site. Some accounting programs can access a business' online sales information. Be sure to investigate if the software you are considering will work with your system for online sales.

- **Manufacturing**

If you manufacture a product, investigate the inventory features of your business accounting



software to see if the software will work with your manufacturing processes.

- **Specialized**

Some businesses have unique needs. For these cases, a business may require industry-specific software. Software in this category usually has much more capacity and can be customized to fit a business' unique situation. Due to this customization, specialized software tends to cost considerably more and require specialized training.

- **Three Common Business Software Options**

The three most common business software options are email, spreadsheets, and accounting software. You probably are already familiar with using email. Spreadsheets can be used for client information, inventory, timesheets, scheduling, budgeting, and more. Accounting software manages financial information. Each of these software programs is described in more detail below.

- **Email**

Email has become a significant means of doing business, more common than regular mail in many cases. Most business owners communicate with clients, employees, suppliers, vendors, and independent contractors using email. Keeping a good filing system for your email communication is as important as keeping a good paper-based system. Most email services.

- **Spreadsheets**

Spreadsheet software is commonly used in business to track information about clients, inventory, sales, employee time sheets, and much more. A spreadsheet is a computer application that simulates a paper accounting worksheet. The spreadsheet displays multiple cells in a two-dimensional grid, consisting of rows and columns. Each cell contains text, numbers or formulas. Spreadsheets are frequently used for projections or for financial “what-if” scenarios because a spreadsheet will re-calculate automatically after a change to a single cell. Any basic spreadsheet software will work for most basic business uses.

- ✓ **Accounting Software**

If you are starting your first business, you will quickly find out how important accounting software is to the success of the business. Accounting software keeps track of business financial records such as sales, expenses, inventory, and assets. The software delivers many



advantages over manual systems, helping you to execute, manage, and track your critical financial transactions and related financial activities. Accounting software duplicates the functions of a manual system, but reduces human errors. Generally as you buy more sophisticated (and expensive) accounting software you are buying more:

- Memory volume
- Inventory sophistication
- Mobile functions
- Industry
- specific reports

Self-Check-4	Written Test
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Instruction: Follow the below selected instruction

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

Multiple choices

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1. Explain the ways of maintaining daily financial recording and cash flow(3 pts)

Satisfactory	3 points
Unsatisfact	Below 3points

Information Sheet 5- Preparing and disturbing invoices and payments

5.1. Preparing and disturbing invoices and payments

When a supplier payment needs to be generated, the recording of the invoice received from the supplier (or other payment request documentation such as a check request) is approved



and entered as an invoice into the accounts payable module in Oracle. Invoices can be entered prior to the date the check is to be produced. Based on the payment terms entered (for example, Immediate, Net 30) the invoice is selected to be included in the payment process, which is done overnight by RF central office. The payment process generates the check.

Types of Payments

In addition to payments to vendors, an invoice must be processed for the following types of payments:

- ✓ for more information.
- ✓ Participant Stipend (see Participant Stipend Payments for more information)
- ✓ Reimbursement of Employee Expenses (see Out-Of-Pocket Expenses Reimbursement for more information)
- ✓ Honoraria
- ✓ Independent Contractor
- ✓ Wire Transfers
- ✓ Sub recipients
- ✓ Central Stores and Service Center
- ✓ Petty Cash - An invoice must be processed to generate a check to fund petty cash. The payee must be on the Supplier File.

What is an Invoice?

An invoice is a document that lists the products and services a business provides to a client and establishes an obligation on the part of the client to pay the business for those products and services. The term invoice is defined by the Oxford English Dictionary as “a list of goods sent or services provided, with a statement of the sum due for these; a bill.” Invoices are the backbone of the accounting system for small businesses. An invoice tells your client how much they owe you, when the payment is due and what services you provided.

What Is an Invoice Used For?

Invoices are used as a source document for business accounting. Invoices are helpful for recording all the sales transactions a business makes with its clients. Invoices are used by businesses for a variety of purposes, including:

- ✓ To request timely payment from clients



- ✓ To keep track of sales
- ✓ To track inventory, for businesses selling products
- ✓ To forecast future sales using historical data
- ✓ To record business revenue for tax filings

What Does an Invoice Look Like?

A professional invoice will look clean, readable and simple while providing all the details on the services provided and the payment required by the client. A professional invoice should always include:

- ✓ Your business contact information
- ✓ Your client's contact information
- ✓ An invoice ID or invoice number
- ✓ Payment terms and deadlines
- ✓ An itemized list of services rendered
- ✓ The amount due

What Are the Different Types of Invoices?

The different types of invoices that businesses can create for their clients are:

Standard Invoice

A standard invoice is issued by a business and submitted to a client. This is the most common form of invoice that small businesses create and the format is flexible enough to fit most industries and billing cycles. Standard invoices include the following details about the sale:

- The business's name and contact information
- The client's name and contact information
- An invoice number
- The amount of money the client owes the business for its services

Credit Invoice

A credit invoice, also called a credit memo, is issued by a business that needs to provide a client with a discount or a refund, or to correct a previous invoicing error. A credit invoice will always include a negative total number. For example, if you're providing a credit invoice to a client to detail a \$50 refund, the total on the credit invoice would be -\$50.

Debit Invoice

A debit invoice, also called a debit memo, is issued by a business that needs to increase the amount a client owes to the business. Debit invoices can be useful to small businesses and freelancers when



they need to make a slight adjustment to an existing bill. For example, if you sent a client an invoice based on your estimated hours and you ended up working additional hours on a project, you could send the client a debit invoice for the additional hours billed. Debit invoices are always written as positive numbers.

Mixed Invoice

Mixed invoices combine credit and debit charges on one invoice, and the total amount can be expressed as either a positive or negative number. Small businesses rarely need to create mixed invoices for their services, but it could be necessary if you're reducing the amount a client owes for one of the projects you're billing for and increasing the amount owing for a different project billed on the same invoice.

Commercial Invoice

A commercial invoice is issued by a business for goods that it sells to customers internationally. Commercial invoices include details of the sale that are needed to determine customs duties for cross-border sales. The information included on a commercial invoice includes:

- Shipment quantity
- Weight / volume
- Description of goods
- Total value
- Packaging format

Timesheet Invoice

A timesheet is an invoice used when a business or employee is billing based on the hours they work and their standard rate of pay. Timesheets are used by contract employees who are paid hourly by their employer. They're also common in industries where clients are billed hourly, including by:

- Lawyers
- Creative agencies
- Business consultants
- Psychologists

Expense Report

An expense report is a type of invoice that an employee submits to an employer for reimbursement of business-related expenses. For instance, if you send an employee to a lunch meeting with a client, they can create an expense report to invoice your company for the cost of the lunch, parking and gas that they paid up front.

Pro Forma Invoice



A pro forma invoice is an estimated invoice that a business sends to a client before providing their services. A pro forma invoice provides the client with an estimated cost of the work to be completed. Pro forma invoices may have to be altered once a project is complete to accurately reflect the hours worked.

Interim Invoice

An interim invoice is used for billing on large projects where the business and the client have agreed to terms that include multiple payments. A business or freelancer will submit interim invoices when certain milestones are completed toward the larger project. Interim invoices help small businesses manage their cash flow while working on projects over long periods of time.

Final Invoice

A final invoice is sent to the client once a project has been completed to request payment.

The final invoice is usually more detailed than a pro forma or interim invoice and typically includes the following:

An itemized list of all services provided

Total cost of the project

Invoice number

Invoice due date

Payment methods accepted

Past Due Invoice

A past due invoice is sent by a business if their client doesn't provide payment by the due date listed on the final invoice. You should send past due invoices to clients as soon as they miss a payment due date. Past due invoices include all the service and payment details listed on the final invoice and they also include any late fees or interest charges.

Recurring Invoice

Recurring invoice are useful for businesses that charge clients the same amount periodically for their services. Recurring invoices are common among IT businesses, who charge their clients the same amount each month for a package IT service. Or, if you're a freelance digital marketer, you might offer social media marketing packages to your clients with standard pricing per month. Cloud-based invoicing software lets you automate the process of creating



recurring invoices and can even send out the invoices on the same day each month, so you don't have to think about it.

E-invoice

E-invoice is a blanket term applied to any invoice sent electronically, regardless of the specific type of invoice being sent. E-invoicing is becoming standard practice among small businesses and freelancers. E-invoices are quicker and easier to create than standard print invoices and they help you get paid faster for your services.

What Is a Purchase Invoice?

A purchase invoice is a commercial document that a seller provides to a buyer that outlines the goods or services purchased, the quantity sold and the sale price. Purchase invoices are used to prove a product or service was bought and the amount paid for it.

What Is a Sales Invoice?

A sales invoice is a document that a business sends to a client to request payment for their products or services. A sales invoice includes a description of the product or service sold, the quantity and the price. Sales invoices serve as an official record of a sale for both the buyer and the seller.

Table 2 The following table outlines the invoice/payment process:

Step	Action
1	Receive an invoice or request for payment from a supplier.
2	Manually approve invoice/payment.
3	Determine if the supplier is on the Supplier File. If not, request that supplier is added and/or campus site information is added to the Supplier File. Refer to "Supplier File Updates" for more information.
4	Enter the invoice information into the accounts payable module.
5	Review invoice information.



6	If invoice is matched to a purchase order, perform the match to P.O. on-line.
7	Approve invoice online.
8	Review invoices on hold and take appropriate action. Refer to "Invoice Holds" for more information.
9	Checks are generated for approved invoices when central office performs the batch payment run. Refer to "Check Production and Distribution" for more information.



Self-check-5	Written test
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Instruction: Follow the below selected instruction

Multiple choices.

N°	Questions and answers
1	Payment is a document that lists the products and services a business provides to a client and establishes an obligation on the part of the client to pay the business for those products and services.
2	A final invoice is sent to the client once a project has been completed to request payment.

Note: the satisfactory rating is as followed

Satisfactory	2 points
Unsatisfactory	Below 2 points



Information Sheet 6- Collecting outstanding accounts

6.1. Collecting or following-up outstanding accounts

Cash flow is a common problem that can make it difficult for small businesses to stay afloat. Do you have accounts receivable invoices that will be coming soon, but you don't have enough cash to pay your current bills? If you are running into cash flow issues, then you need to enlist the help of an experienced small business accountant. To keep up with overhead costs and ongoing expenses, you need to be sure that you are bringing in more money than what is being spent. The success of your company hinges on the positive cash flow, resulting in excess profits that can go to the owners and investors.

Primary Cause of Cash Flow Issues

What is the primary cause of your cash flow issues? Usually, these problems are based on the outstanding money that needs to be collected for accounts receivable. The truth is that this money can't be considered income until you have the cash in your bank account. Even though you are anticipating payments that will be coming through soon, you can't depend on that money until it has been received and the check clears. Each time you put together an invoice, it is basically a short-term loan to that customer. You are trusting the customer to pay the money as agreed, but people don't always follow through to pay as planned. Sometimes, the customer is dealing with their own cash flow problems, Why Does Cash Flow Matter? If the money will be paid eventually, why does it matter for you to receive timely payments? Without the cash to keep up with current expenses, your business will go under. You need cash on hand to cover costs such as:

- ✓ Payroll
- ✓ Rent or mortgage on the building
- ✓ Utilities
- ✓ Restocking inventory
- ✓ The option to take advantage of expansion opportunities
- ✓ Purchasing office supplies
- ✓ Meeting debt payments
- ✓ Reinvesting in business development
- ✓ Be prepared for financial emergencies.



The Size of Your Company Impacts the Size of the Outstanding Accounts

Every company has outstanding invoices that need to be paid by the customers. As a company gets bigger, it is expected that these accounts receivable numbers will grow as well.

You need to learn how to manage your accounts receivables to ensure that your customers send payments in a timely manner. Keeping up with the growth will give you the opportunity to continue growing. You don't necessarily need to do all of these tasks on your own. In the beginning, it is common for a small business owner to oversee most of the financial details, including bookkeeping and collections. But, eventually, you will need to hand these tasks over to a professional team so that you can focus on other aspects of running a business that need to be addressed.

How to Collect on Past-Due Invoices

Now that you can see the importance of staying current with collections, you are probably wondering how you can implement this strategy into your business. It is one thing to understand that you need to be collecting on the invoices, and it is a completely different situation to make changes to follow through on these principles. These are a few strategies that you can use to collect the money that is owed by your customers:

- ✓ **Ask Questions to Understand the Situation:** Without an understanding of the customer's current situation, it might be hard for you to find a win-win situation. Most customers have the desire to pay the bill, but they are running into issues with disorganization or cash flow problems. Therefore, you should start the conversation by asking why the invoice has not been paid. Sometimes, it is as simple as the invoice being overlooked on a messy desk, and they will send the money right away. Other times, they might need a little more flexibility in the payment terms. Therefore, you can have an open discussion to understand his or her needs, and then put together payment terms that will work for everyone involved.
- ✓ **Put Together a Collection Policy:** One of the reasons that you aren't receiving the money that is due is because you don't have a solid collection policy in place. Take time to design a plan that will work for your business, then make sure that you are consistent in following through in the enforcement of that plan. Include details about fees and interest costs that will be accrued for the past-due balances, and provide a copy of these details to every customer. The best solution is to inform customers about the collection policy in advance so that you can prevent missed payments in the future.

**Self-check-6****Written test**

Instruction: Follow the below selected instruction

Multiple choices.

N°	Questions
1	These are a few strategies that you can use to collect the money that is owed by your customers: A. Ask Questions to Understand the Situation B. Send Reminders C. A & B D. None
2	Why does it matter for you to receive timely payments? A. to cover costs of Payroll B. to cover costs of Rent or mortgage on the building C. to cover costs of Utilities D. All

Note: the satisfactory rating is as followed

Satisfactory	2 points
Unsatisfactory	Below 2 points



LG #103

LO #5- Evaluate work performance

Instruction sheet

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

- Monitoring opportunities for improvements
- Adjusting work schedules.
- Communicating and recording proposed changes
- Using relevant codes of practice

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

Specifically, **upon completion of this learning guide, you will be able to:**

- Monitor opportunities for improvements
- Adjust work schedules.
- Communicate and recording proposed changes
- Use relevant codes of practice

Learning Instructions:

6. Read the specific objectives of this Learning Guide.
7. Follow the instructions described below.
8. Read the information written in the “Information Sheets”. Try to understand what are being discussed. Ask your trainer for assistance if you have hard time understanding them.
9. Accomplish the “Self-checks” which are placed following all information sheets.
10. Ask from your trainer the key to correction (key answers) or you can request your trainer to correct your work. (You are to get the key answer only after you finished answering the Self-checks).



Information Sheet 1- Monitoring opportunities for improvements

1.1. Introduction

In large organizations, like those involved in the finance industry, the structures are largely determined by centralized departments and based on volumes of work and business as to how many staff are required to meet the need. Then the structures are set in place with managers appointed to control the teams that are established. However with volumes constantly subject to change or the systems subject to modification, probably by the centralized function, there is a need to consider how to evaluate progress and results.

Effective performance evaluation is a useful tool for employees to get a clear understanding of their manager's views about their work. Performance assessment analyses work and uses this information to make adjustments to future work.

The key task for managers in assessing performance is to provide the employee with clear information about how they are performing their duties and role. Performance evaluation is simply a term used to describe a set of activities that assess whether goals or objectives are being met. These activities include defining work, setting goals, providing feedback and encouraging development. Performance evaluation is about shared responsibility and understanding of roles, expectations and standards.

1.2. Monitoring opportunities for improvements

Organizational change

Delivering 'best value' services has been suggested as a reason for change. Is this a customer or an organization focus? With the answer that it is for both. Modern technology and advances in physical and electronic communication have made it possible for people and industry to compete as never before. Employees should also be stimulated to regularly evaluate their own performance. Self-assessment gives managers an informed starting point for discussion and permits them to be conscious of an employee's perception of their own performance.



Another way to make evaluation more valid and more acceptable to the manager and the employee is to use multiple sources of feedback. The more sources of feedback, the more robust the evidence about performance.

1.3. Monitoring Opportunities for improvements

How Business Process Monitoring Can Streamline Your Processes

Most of today's businesses contain a significant number of different processes across the various areas and functions in which they operate. As organizations become larger and more diversified, complexities inevitably arise and more and more processes are needed to standardize and organize tasks and keep operations on track.

What is business process monitoring?

Business process monitoring is the activity of reviewing and analyzing the performance of such processes to identify successes and problems. Monitoring is an integral part of the business process management (BPM) lifecycle. BPM monitoring is usually carried out via software known as a business process-monitoring tool (BPM monitoring tool).

Different aspects of business process monitoring

The concept of business process monitoring covers such a broad scope, potentially looking at activities within every aspect of the business. To achieve success within business process monitoring, a structured approach is needed.

Functional monitoring

Functional monitoring as part of BPM involves taking a specific business application and reviewing how it is performing its role within a specific process or part of the business. Functional monitoring as part of BPM monitoring is an effective way of detecting any problems or blockages within a system or process. However, its findings need to be applied within the broader business context in order to find potential solutions and make improvements.

Technical business process monitoring

Technical business process monitoring has a slightly different definition, in that it is primarily responsible for analyzing the performance of specific systems, software, or equipment. Technical monitoring is quite a popular activity in many organizations, especially with those



who are keen to check that their return on investment is healthy and that their systems are operating as efficiently as possible.

Process monitoring

Process monitoring is a more comprehensive type of BPM, as it encompasses the whole spectrum of activities and workflows that exist in a business. It compares performances of systems, equipment, and software and how they integrate and work within a whole process. It's an essential part of business process monitoring as a whole.

The need for business process monitoring

How can business process monitoring help your organization succeed? First, BPM monitoring is the ideal way to set out all of your business processes and compare performance across them. It picks up duplications or repetitive tasks and identifies problems that cause performance issues, allowing you to take concrete steps to make improvements and track progress. This is one of the critical reasons why BPM monitoring can be so effective. Most businesses rely on a great number of processes across different departments to run effectively. However, it's not enough to put a process in place and then leave it running. It's vital to undertake regular "health checks" of your processes by carrying out BPM monitoring. After all, so many things change on a daily, weekly, and monthly basis, and your processes need to keep up with this so that they accurately reflect your business operations. BPM monitoring can support your business to make this happen.

What is Monitoring Evaluation: Continuous Improvement and how does it improve performance?

This article covers Monitoring Evaluation: Continuous Improvement. Monitoring & Evaluation is a process of organizational improvement. A programmer has to be effectively researched, planned, resources allocated and allow for continuous development. Moreover, a major function of Monitoring & Evaluation is that it has a future orientation and sets goals for improving management outputs. Prior to implementing, stakeholders should go through an induction process.

- ✓ **S**- Specific,
- ✓ **M**- Measurable,
- ✓ **A**- Attainable,



- ✓ R- Relevant,
- ✓ T- Timely.

Continuous Improvement

The program me processes must be continually examined to eliminate problems or risks. During the Monitoring and Evaluation implementation phase, specific problems can be identified and the team can participate in remedying challenges. First, programs must involve all stakeholders' active and positive involvement. Accordingly, this will allow for sustainable change within an inclusive, multi-cultural environment. Hence, team members help evaluate the measurable outcomes and become part of the solution. Through continuous analysis of the programmed, the team can create an action plan to devise solutions.

Monitoring Evaluation: Continuous Improvement – Challenges

- ✓ Defining indicators can be complicated. When considering monitoring and evaluation for a programed, indicators should be clearly and thoroughly defined.
- ✓ Goals, outcomes, outputs and activities must be measured to contribute to a results-based management solution.
- ✓ Your organization must be clear about what success looks like. Generally, this can be simplified by using the monitoring and evaluation tools.
- ✓ It is often challenging to interpret data which may not be available in-house.

Benefits of Monitoring and Evaluation

- ✓ Monitoring and evaluation (M&E) as a management tool provide evidence-based, measurable outcomes.
- ✓ M&E address the accountability and responsibility of team members. It tells how the project worked, resources spent and whether a programed should continue.
- ✓ It also addresses lessons learnt and how to improve.



Self-check-1	Written test
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Instruction: Follow the below selected instruction

Multiple choices.

N°	Questions
1	<p>1. -----is the activity of reviewing and analyzing the performance of such processes to identify successes and problems.</p> <p>A. Functional monitoring</p> <p>B. Business process monitoring</p> <p>C. Smart</p> <p>D. None</p>
2	<p>2. -----Benefits of Monitoring and Evaluation</p> <p>A. Monitoring and evaluation (M&E) as a management tool provide evidence-based, measurable outcomes.</p> <p>B. M&E address the accountability and responsibility of team members. It tells how the project worked, resources spent and whether a programmed should continue.</p> <p>C. It also addresses lessons learnt and how to improve.</p> <p>D. All</p>

Note: the satisfactory rating is as followed

Satisfactory	2 points
Unsatisfactory	Below 2 points



Information Sheet 2- Adjusting work schedules.

2.1. Adjusting work schedule

Employee work schedule changes can be a significant hassle. Call-outs, no-shows, and late vacation requests can all throw even the best-planned work schedule into a tailspin. Our tips will help calm the shift schedule chaos and get everyone back to work.

- **The Work Schedule Nightmare**

Handling the employee shift schedule ranks high in the topmost dreaded responsibilities for restaurant managers. Even with a small restaurant, the employee schedule can get complicated. Work schedule managing is not just about what's best for the restaurant; when dealing with the shift schedule for everyone in the store, you also have to consider employee schedule needs. Who can't work weekends? Who has to be off by five to pick up their kids from daycare? And what about the ones who call in at the last minute and request time off for a family emergency? A good restaurant general manager will do their best to make sure the employees feel heard, their private lives considered, and still create a fair employee schedule for everyone. But getting the right work schedule sure can be tough!

If you've been making your employee schedule for a while already, you probably understand the pressure all too well and are seeking a better way to handle the shift schedule nightmare. If you're new to work scheduling, perhaps we can help you avoid some of that stress altogether.

- **Work schedule 1**

It's always best to start at the beginning, so let's quickly cover some employee schedule basics before we get into the main tips for scheduling success. Your top priority, of course, is making sure the restaurant is profitable and running at peak efficiency within all safety protocols. To do that, you must ensure the appropriate staff members are on site during business hours. One call-out can send the whole store into a tizzy, so have a backup plan in place. This takes a little pre-planning, and it involves talking to your employees ahead of time, but it's worth the extra effort now to avoid a catastrophe down the line. Get a list of employees that are willing to work extra hours or to fill in when someone calls out. These will be your go-to helpers when the inevitable call-out happens, and they'll be happy for the extra hours. It's much better to have that list of willing fill-ins than to ask a less-than-willing



employee to give up their day off. That call is awkward for everyone, and it can leave an employee feeling used or even guilt-tripped into coming in. Best to avoid that headache all together!

Another work schedule basic is to be sure everyone knows where to find the employee schedule and who to ask if there are any changes. We'll go into some more details on making this step easier later, but at the very least, your employees need to know where they can check the schedule each day.

- **Top Tips for Simple Work Scheduling**

- i. Communicate Effectively-**

Communicating with your staff is one of the best ways to ensure your work schedule is fair and equitable for everyone. Provide a way for employees to leave feedback, request a specific shift schedule, and ask for days off. Traditionally, this communication system is a simple sheet left on the manager's desk or in the staff room, but there are some problems with this method. There's no privacy since everyone uses the same sheet. It might be days before anyone checks the sheet, missing time-sensitive requests. And the sheet itself is prone to be damaged or lost. That's a hassle for everyone, and it is one area that technology can help. Switching to a digital work schedule and communication system solves all of these problems by keeping information private, instant, and saved in the cloud. In addition to employees being able to communicate with managers in a secure way, managers can also broadcast notes, tips, and messages to employees through the same system, keeping everyone in the loop. Not only is this a time-saver, but it also helps foster a sense of community within the workplace. Communication is key!

- ii. Have a Template-**Old style work schedule methods involved a log book with countless pages of old schedules. Everything was written by hand each week, and the work scheduling could take hours. Even if you'd been doing the same work schedule for months, there was a lot of room for error in the paper method of employee schedule managing, especially when considering request sheets and last-minute call-outs. Once again, technology gets rid of the slowdowns and mistakes. Create an employee schedule template in a modern shift schedule app, and you can instantly copy a previous week's, work schedule, and make quick changes. Embracing a work schedule app can save tons of time and money, especially if you use a template to cut time off of writing the same



schedules over and over. The right app will combine your work schedule template and your communication system mentioned in the first tip, making changes even faster and more efficient.

iii. Streamline your Backup List and Offer Open Shifts on the Shift Schedule

–We mentioned above that having a backup plan in place will help in the case of call-outs and last-minute staffing issues. Once again, technology can be the star here! A work scheduling app that offers staff communication options can also show gaps in the shift schedule and offer those spots to willing employees.

iv. Choose a Work Schedule Solution That’s Low-Cost and Simple to Use –

Anything that can save time and reduce stress when handling an employee schedule is good, right? Wrong! If your work scheduling solution costs the company too much money, what you've saved in stress and streamlined processes have just gone down the drain. Your work scheduling solution should be cost-effective to help increase your savings as well as smooth the shift schedule creation. In addition to the saved money and stress, you need an employee schedule solution that provides simple to use controls and a familiar platform so employees can start using it in minutes.

• Find an All-In-One Solution for Shift Schedule Issues

We're sure by now you can see that embracing technology is your best bet for saving time and money and reducing stress when it comes to shift schedule solutions. Employee schedule issues can be eliminated or reduced, and labor costs can be lowered. Zip Schedules is an all-in-one employee schedule solution to every problem listed here, and it has even more features than we've covered, all with a free trial period and very low monthly costs with no restrictive or binding contracts.

• How Flexible Work Benefits Companies and Employees

Flexible work is no longer something for only gig workers or freelancers—many “traditional” employers are offering flexible schedules to their employees as well. As an employer, you might be hesitant to offer flexible scheduling to your staff. After all, aren't they the only ones who benefit?

• What Is Workplace Flexibility?



The easiest way to define workplace flexibility is to think of it as an agreement between employer and employee. The agreement usually consists of three components. Employees can:

- ✓ Choose where they work from
- ✓ Create a work schedule that works best for them
- ✓ Schedule their work day however they want

As an employer, you may think that this sounds like a freelancer schedule. And, freelancing is, indeed, one category of flexible work. However, flexible work can also include:

- ✓ Part-time work
- ✓ Fully remote teams
- ✓ Work-from-anywhere arrangements
- ✓ Compressed work weeks (working 40 hours over four days instead of five)
- ✓ Alternative schedule jobs (working second or third shift)
- ✓ Temporary work
- ✓ Seasonal jobs
- ✓ Gig work

- **What Are the Benefits of Flexible Work for Companies?**

To be clear, the above components of workplace flexibility aren't as straightforward as they might seem. The reality is that even in the most flexible workplace, employers may still have to impose some restrictions on flexible work. That said, there are five ways employers benefit from allowing flexible work schedules for their staff.

- ✓ Improves Retention
- ✓ Attracts Top Talent
- ✓ Improves Diversity
- ✓ Increases Productivity
- ✓ Improves Employee Engagement
- ✓ Provides a Cost-Efficient and Eco-Friendly Choice

**Self-check-2****Written test**

Instruction: Follow the below selected instruction

Multiple choices.

N°	Questions
1	Decrease Retention is one of the benefits of allowing flexible work schedules for their staff. True B. False
2	flexible work includes: A. Decreases Retention B. Attracts Top Talent C. Improves Diversity B and C.

Note: the satisfactory rating is as followed

Satisfactory	2 points
Unsatisfactory	Below 2 points



Information Sheet 3- Communicating and recording proposed

3.1. Communicating Staff, clients and/or contractors

Delivering 'best value' services has been suggested as a reason for change. Is this a customer or an organization focus? With the answer that it is for both. Modern technology and advances in physical and electronic communication have made it possible for people and industry to compete as never before.

Marketing and communication pros share their tips for how companies can foster better communication (and collaboration) among employees, as well as improve customer communications.

What Is Business Communication

Business communications are the process of sharing information between employees within and outside a company. Effective business communication is how employees and management interact among each other to reach organizational goals and be more aligned with the core company values. Its main purpose is to improve organizational practices, eliminate silos, keep employees informed and reduce errors.

3.2. Types of business communications.

Internal upward communication

Internal upward business communication is communication that comes from a subordinate to a manager or an individual up the organizational hierarchy. Every leader should enable information to flow upwards in order to have a true understanding of the company's operations. Internal upward communications usually include surveys, feedback, forms and reports that employees deliver to their managers or team leaders. For example, a marketing report may include statistics such as total website visitors, social media engagement or total leads generated.

Internal downward communication

Internal downward communication flows from a superior to one or more subordinates. This type of communication might be in the form of a letter, a memo or a verbal directive. When communicating with employees, leaders should keep communication professional and clear. An example of this type

of communication may include a memo regarding a new company operations procedure such as safety requirements and new regulations

Internal lateral communication

Internal lateral business communication happens among employees in the workplace. Today, there are many different ways employees can communicate: chats, messaging, email, employee’s communication software solutions. This type of communication can be within or among departments and it happens more regularly than other types of business communication. Moreover, frequent communication among employees play a crucial role for employee engagement and productivity.

External communication

External business communication is any communication that happens with external parties such as customers, prospects, vendors or partners. Unlike all the internal business communications types, external communications happen on a less regular basis.



Figure: 3.1. Main types of business communications

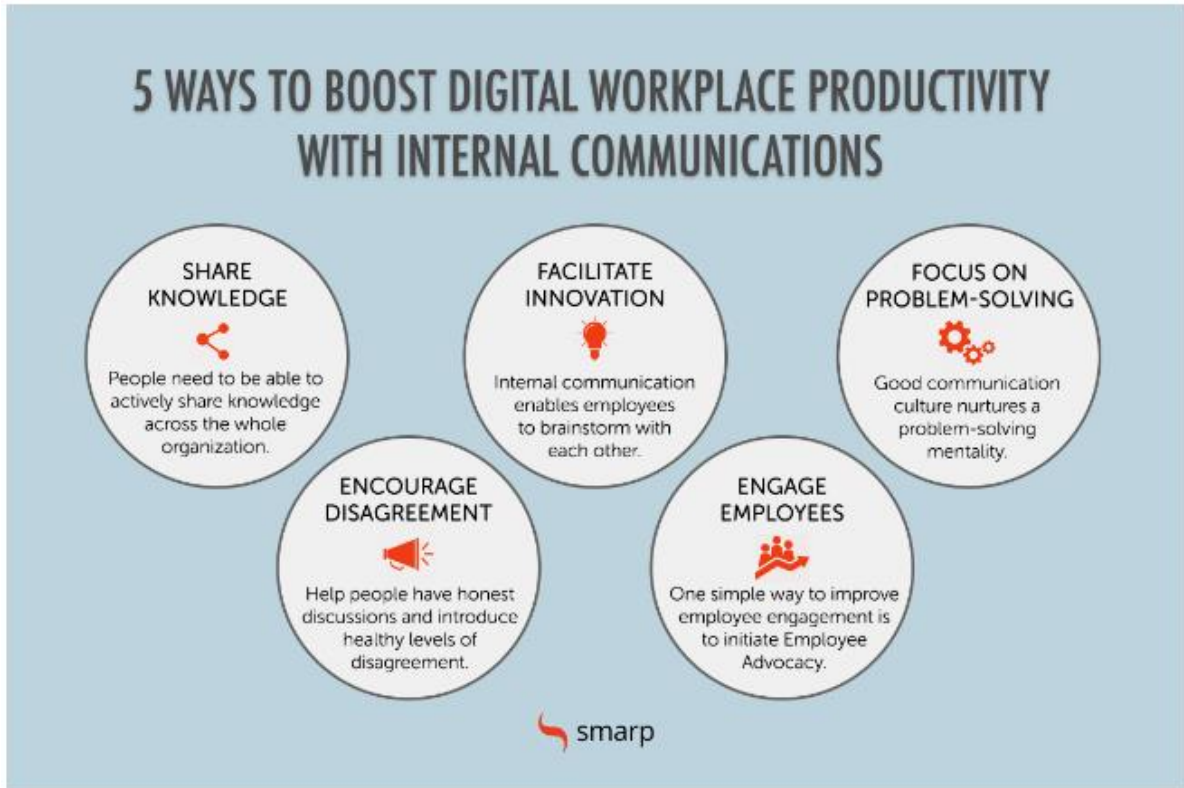


Figure 3.2 Digital communication



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

Multiple choices

N°	Questions
1	The purpose of business communications is A. to improve organizational practices B. eliminate silos, keep C. keep employees informed and reduce errors D. all of the above
2.	Internal lateral business communication happens among employees in the Workplace. A. True B. False
3.	Internal downward communication flows from a superior to one or more Subordinates A. True B. False



Information Sheet 4- Using relevant codes of practice

4.1. Work place codes of practice

A code of conduct is a set of rules around behavior for the employees to follow within an organization. The code acts as a standard that staff need to meet so that they can know what is expected of them to produce a generally more efficient business.

Often mixed up with a code of ethics, the code of conduct refers specifically to behavior, whilst the ethics provides guidance on the decision-making skills that your employees need when they are working.

- **Why is a code of conduct important?**

A code of conduct serves not only as a set of internal guidelines for the employees to follow, but also as an external statement of corporate values and commitments.

A code of conduct can:

- ✓ Define the company culture
- ✓ Set standards and expectations for employees to follow when it comes to their behavior
- ✓ Let customers and partners know your values, and from there they can work out if they want to work with you – creating a level of transparency for a healthy business relationship

- **What should be included in a code of conduct?**

Every code of conduct has to reflect the business it represents. This is because it reflects the daily operations of the company, their core values and the general company culture. This need for it to be tailored to the business means that there isn't one set code of conduct that every company can use. However, there are certain characteristics that all companies should include:

- ✓ Written for the reader: It's easy to understand and includes an explanation of any technical/legal jargon.
- ✓ Comprehensive: It covers all areas that impact the daily lives of employees and answers any questions that they may have.



- ✓ Supported by leadership: It has the backing of the senior management team. You can usually show this by including a foreword from the CEO or President.
- ✓ Accessible: It is available to all employees and investors.
- ✓ The code sums up what you should and shouldn't be doing at work. This could include explaining to employees that they shouldn't:
 - ✓ Take shortcuts to get the job done quicker, as they could cause adverse side-effects as a result
 - ✓ Discriminate against people within the business. This could be due to their race, gender, social class or religion and is known as workplace discrimination
 - ✓ Use business resources for personal use
 - ✓ There isn't someone breathing down your neck telling you to have a code of conduct, but there are definite benefits of having a concrete set of rules in place. Larger businesses typically have them to create consistency and stability within their bigger groups of employees, but small companies tend to go about their business without a formal code in place.
- ✓ Having a code of conduct in place creates a good practice for several reasons:
 - ✓ It helps define the company culture quickly
 - ✓ It sets standards and expectations for employees to follow when it comes to their behavior
 - ✓ It lets customers and partners know your values, and from there they can work out if they want to work with you – creating a level of transparency for a healthy business relationship

- **The Need for a Code of Conduct**

Employers might want to believe that their staff know what's right and wrong, but by having a code of conduct you can spell out whether specific behavior or action is acceptable or not, making everyone's lives a bit easier. Having rules to follow gives employees a structure from day one, making the whole process much more black and white if trouble is caused. There should be no ambiguity about a policy because this can lead to rules being bent, contradicting the whole point of the code in the first place. As well as setting out the rules, a code of conduct also explains what employees need to do if they ever need to report a violation of company policy, as well as showing staff what the consequences are of using false information in an attempt to conceal violation.



Self-check-4	Written test
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Instruction: Follow the below selected instruction

The following are multiple choices.

Say true if the statement is true and false if the statement is False

N°	Questions and answers
1	A code of conduct is a set of rules around behavior for the employees to follow within an organization.
2	Having a code of conduct in place sets standards and expectations for employees to follow when it comes to their behavior.
3	Having a code of conduct in place creates a difficult practice for several reasons.

Note: the satisfactory rating is as followed

Satisfactory	2 and Above 2points
Unsatisfactory	Below2points





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