



Republic of Rwanda
Ministry of Education



RTB | RWANDA
TVET BOARD

ENTREPRENEURSHIP

CCMBP402

Develop a business plan

Competence

RQF Level: 4

Learning Hours



Credits: 3

Sector: All

Trade: All

Module Type: Complementary

Curriculum: All

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Purpose statement	This module covers the skills, knowledge and attitude to develop a business plan which is linked to organizational strategic outcomes and facilitates the achievement of service delivery. The module will allow the learner to identify elements of business plan; develop business plan in line with the identified elements; establish strategies to monitor; evaluate and update the business plan (Contingency plan) and present a business plan				
Delivery modality	Training delivery		100%	Assessment	
	Theoretical content		30%	Formative assessment	30%
	Practical work:				
	<ul style="list-style-type: none"> • Group project and presentation 		70%	70%	100%
	<ul style="list-style-type: none"> • Individual project /Work 				
	Summative Assessment				N/A

Elements of Competency and Performance Criteria

Elements of competency	Performance criteria
1. Analyse a business plan	1.1. Business plan concepts are correctly defined in line with existing literature
	1.2. Elements of a business plan are properly described referring to their description
	1.3. Business plan template is properly illustrated referring to its components
2. Write a business plan	2.1. Business plan introductory part is properly designed with reference to its elements.

	<p>2.2. Business production plan is properly designed in line with results from business environment analysis</p> <p>2.3. Marketing plan is clearly designed in line with market feasibility study and business product</p> <p>2.4. Business staffing requirement plan is accurately developed in line with business activities</p> <p>2.5. Business financial plan is properly designed in line with business needs</p>
3. Establish business contingency plan	<p>3.1. Business contingency plan concepts are clearly explained in accordance with related literature</p> <p>3.2. Risks are clearly identified in accordance with business environment</p> <p>3.3. Risks associated to the business are accurately assessed in line with the business plan developed</p> <p>3.4. Contingency plan is adequately developed in accordance with assessed risks</p>
4. Present a business plan	<p>4.1. Business plan presentation is accurately prepared in accordance with types, purposes of business plan</p> <p>4.2. Different ways to present the business plan are clearly explained referring to parties and procedures involved in business plan presentation</p> <p>4.3. Business plan is appropriately presented in accordance with techniques used in business plan presentation</p>

Learning outcomes	At the end of the module the learner will be able to: <ol style="list-style-type: none"> 1. Identify elements of business plan 2. Write a business plan 3. Establish strategies to monitor 4. Evaluate and update the business plan and contingency plan 5. Present a business plan
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Learning outcome 1: Identify elements of business plan	Learning hours:10
Indicative content	
<ul style="list-style-type: none"> • Definition of the business plan concepts <ul style="list-style-type: none"> ✓ Business plan ✓ Business plan vs project plan ✓ Importance of the business plan ✓ Needs of the business plan: <ul style="list-style-type: none"> ⊕ Internal use ⊕ External use • Description of the elements of a business plan <ul style="list-style-type: none"> ✓ Title/cover Page <ul style="list-style-type: none"> ⊕ Logo ⊕ Name of the business ⊕ Business owner ⊕ Location of the business ✓ Executive Summary (summary of a business plan) ✓ Description of the business <ul style="list-style-type: none"> ⊕ History of the business ⊕ Structure of the business 	

- Type of the business
- Mission and vision, goals and objectives
- Business competitive advantage
- Needs of the market the business intends to satisfy
- Swot analysis of the business
- ✓ Production plan
 - Premises and plant location
 - Equipment and machinery required
 - Production process planning
 - Raw materials
 - Competing technologies
 - Manufacturing and operations
 - Quality control and ongoing service
 - Labour requirements
 - Utilities and office consumables
 - Packaging equipment required
 - Suppliers
- ✓ Marketing plan
 - Market research (Customer description)
 - Market analysis
 - Competition analysis
 - Description of target market
 - Defining marketing objectives
 - Market intermediaries
 - 5ps of marketing mix
 - Developing market strategies
 - Ongoing market evaluation
 - Elaborating marketing budget
- ✓ Business staff plan

- Job analysis
- Job description
- Job specifications
- Organizational structure
- ✓ Financial plan
 - Estimating total cost (start-up costs, operating costs, administrative costs)
 - Source of funds
 - Projected cash flow
 - Statement for the first three years.
 - Projected Income: profit & loss statement for the first three years
 - Projected balance sheet for the first three years.
 - Calculation payback period
 - Projected sales plan
 - Loan payment plan
- ✓ Implementation plan
 - Meaning of implementation plan
 - elements of implementation plan
- ✓ Appendices (supporting documents)
- **Description of business plan template**
 - ✓ Title/cover Page
 - ✓ Executive Summary
 - ✓ Description of the business
 - ✓ Production plan
 - ✓ Marketing plan
 - ✓ Business staff plan
 - ✓ Financial plan

Resources required for the learning outcome

Equipment	▪ Computers
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	<ul style="list-style-type: none"> ▪ Projectors
Materials	<ul style="list-style-type: none"> ▪ Flipchart ▪ Marker pen ▪ Pen ▪ Internet
Tools	<ul style="list-style-type: none"> ▪ Business plan template: questions that guiding trainee to write a business plan ▪ Reference books
Facilitation techniques	<ul style="list-style-type: none"> ▪ Oral presentation ▪ Brainstorming ▪ Questions and answers ▪ Practical exercise ▪ Brainstorming ▪ Questions and answers ▪ Story telling ▪ Problem solving ▪ Role play ▪ Practical exercise
Formative assessment methods	<ul style="list-style-type: none"> ▪ Written assessment ▪ Oral presentation

Learning outcome 2: Write a business plan in line with the identified elements	Learning hours: 10
Indicative content	
<ul style="list-style-type: none"> • Design of business plan introductory part • Design of business production plan • Design of marketing plan • Development of business staffing requirement plan • Design of business financial plan 	
Resources required for the indicative content	
Equipment	<ul style="list-style-type: none"> ▪ Computer ▪ Projector
Materials	<ul style="list-style-type: none"> ▪ Flipchart ▪ Markers ▪ Pen ▪ Internet
Tools	<ul style="list-style-type: none"> ▪ Reference books ▪ Case studies ▪ Scenarios
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Small group discussion ▪ Questions and answers ▪ Role play
Formative assessment methods	<ul style="list-style-type: none"> ▪ Written assessment ▪ Oral presentation

Learning outcome 3: Establish business contingency plan	Learning hours: 7
Indicative content	
<ul style="list-style-type: none"> ● Explanation of business contingency plan concepts <ul style="list-style-type: none"> ✓ Definition of business contingency plan ✓ Purpose of contingency plan ✓ Importance of contingency plan: <ul style="list-style-type: none"> ⊕ Reduction of the risk of uncertainty. Future is unpredictable. ... ⊕ Continuity of Work. ⊕ Increase of credit availability. ⊕ Prevention of Panic. ● Identification of business risks <ul style="list-style-type: none"> ✓ Meaning of business risk ✓ Types of business risk ✓ Estimation of risks (Quantitative Qualitative) <ul style="list-style-type: none"> ⊕ Risk estimation tools (Risk impact chart, Probability chart) ● Assessment of business risks associated to the business <ul style="list-style-type: none"> ✓ Meaning of risk assessment ✓ Tools of risks assessment <ul style="list-style-type: none"> ⊕ SWOT analysis ⊕ PESTEL analysis ⊕ Risk matrix ⊕ Decision tree ⊕ Failure modes and effect analysis (FMEA) ⊕ Bowtie model ● Development of contingency plan <ul style="list-style-type: none"> ✓ Steps of contingency planning <ul style="list-style-type: none"> ⊕ Make list of risks 	

- ⊕ Weigh risks based on severity and likelihood
- ⊕ Identify important risks
- ⊕ Create contingency plan for the biggest risk
- ⊕ Get approval for your contingency plan
- ⊕ Distribute contingency plan
- ⊕ Monitor contingency plan
- ⊕ Create new contingency plan if necessary

Resources required for the indicative content

Equipment	<ul style="list-style-type: none"> ▪ Computer ▪ Projectors
Materials	<ul style="list-style-type: none"> ▪ Flipchart ▪ Markers ▪ Pen
Tools	<ul style="list-style-type: none"> ▪ Reference books ▪ Case studies ▪ Business contingency plan template
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Oral presentation ▪ Small group discussion ▪ Documentary research ▪ Internet research ▪ Practical exercise
Formative assessment methods	<ul style="list-style-type: none"> ▪ Written assessment ▪ Oral presentation

Learning outcome 4: Present a business plan	Learning hours: 3
Indicative content	
<ul style="list-style-type: none"> ● Preparation of business plan presentation <ul style="list-style-type: none"> ✓ Purpose of business plan presentation <ul style="list-style-type: none"> ⊕ Financing support ⊕ Strategic orientation ⊕ Attracting investors ✓ Types of business plan presentation preparation: <ul style="list-style-type: none"> ⊕ Content preparation ⊕ Material preparation ⊕ Psychological preparation ✓ Steps involved in preparation of business plan presentation <ul style="list-style-type: none"> ⊕ Analyse your audience ⊕ Select topics ⊕ Define the objective of the presentation of business plan. ⊕ Prepare the body of the business plan to be presented and anticipate the questions from audience ⊕ Prepare the suggestions and conclusion. ⊕ Deliver the presentation of business plan ● Explanation of different ways to present the business plan <ul style="list-style-type: none"> ✓ Parties to present the business plan: <ul style="list-style-type: none"> ⊕ Shareholders ⊕ Stakeholders ✓ Procedures involved in business plan presentation <ul style="list-style-type: none"> ⊕ Connect with your audience ⊕ Paint a picture in your audience' minds ⊕ Put credibly content ⊕ Use statistics and data 	

- **Presentation of business plan**
- ✓ Techniques to present your business plan
 - ⊕ Only write key points
 - ⊕ Don't read them, speak about them
 - ⊕ Use visualization, pictures, symbols, colors, tables
 - ⊕ Be short, concise, come to the point, not more than 10 min.
 - ⊕ React positive to questions
 - ⊕ Use body language, voice, appearance
 - ⊕ Try to convince
 - ⊕ Integrate comments, suggestions and remarks in the business plan
 - ⊕ Plan to maintain and enforce relationship with stakeholders (audience) for further collaboration

Resources required for the indicative content

Equipment	<ul style="list-style-type: none"> ▪ Computer ▪ Projector
Materials	<ul style="list-style-type: none"> ▪ Internet
Tools	<ul style="list-style-type: none"> ▪ Reference books ▪ Case studies ▪ Scenarios
Facilitation techniques	<ul style="list-style-type: none"> ▪ Brainstorming ▪ Small group discussion ▪ Questions and answers ▪ Role play Individualized
Formative assessment methods	<ul style="list-style-type: none"> ▪ Written assessment ▪ Oral presentation

References:

1. Omagor, P. a. (2010). Entrepreneurship education for advanced level students.
2. Ssemwijja, M. (2011). Entrepreneurship education for advanced level and business institutions, third edition. Uganda: Kyambogo University.
3. SANGSTER, F. W. (2005). Business accounting, tenth edition. UK: Pearson Education Limited.
4. Read more: <http://www.businessdictionary.com/definition/break-even-point.html>