



Republic of Rwanda  
Ministry of Education



**RTB** | RWANDA  
TVET BOARD

**CCMBO502**

## Entrepreneurship

### Organize a business Competence

RQF Level: 5

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 organize a business which is linked to organizational strategic outcomes and facilitates the achievement of service delivery. The module will allow the learner to Identify activities to be accomplished before real business operations, create a productive working environment, run real business operations, monitor and evaluate the business. |     |                      |                      |     |            |
| Delivery modality | Training delivery                                                                                                                                                                                                                                                                                                                                                                                             |     | 100%                 | Assessment           |     | Total 100% |
|                   | Theoretical content                                                                                                                                                                                                                                                                                                                                                                                           |     | 30%                  | Formative assessment | 30% | 100%       |
|                   | Practical work:                                                                                                                                                                                                                                                                                                                                                                                               |     | 70%                  |                      | 70% |            |
|                   | • Group project and presentation                                                                                                                                                                                                                                                                                                                                                                              | 20% |                      |                      |     |            |
|                   | • Individual project /Work                                                                                                                                                                                                                                                                                                                                                                                    | 50% |                      |                      |     |            |
|                   |                                                                                                                                                                                                                                                                                                                                                                                                               |     | Summative Assessment |                      |     | N/A        |

## Elements of Competency and Performance Criteria

| Elements of competency                     | Performance criteria |                                                                                                                                                 |
|--------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Perform business opening activities.    | 1.1.                 | Business start-up requirements are properly verified in line with business entity                                                               |
|                                            | 1.2.                 | Business employees are accurately recruited as per task requirements                                                                            |
|                                            | 1.3.                 | Business requirements are precisely purchased considering the business plan, purchasing purpose, principals and procedures as well as supplies. |
| 2. Create a productive working environment | 2.1.                 | Business ethical conduct is accurately set in accordance with business industry                                                                 |
|                                            | 2.2.                 | Responsibilities are effectively assigned in accordance with organisation structure                                                             |
|                                            | 2.3.                 | Good relationship with customers and suppliers is properly maintained in accordance with business ethical conduct set.                          |
| 3. Run real business operations            | 3.1.                 | Business operations are correctly performed in line with the business type                                                                      |
|                                            | 3.2.                 | The utilization of available resources is accurately optimized in accordance with Business operations                                           |
|                                            | 3.3.                 | Targeted promotional and marketing campaigns regularly employed in line with marketing objectives                                               |
|                                            | 3.4.                 | Business organization is properly registered according to its type as well as requirements and conditions of registration                       |
| 4. Respond to customer needs               | 4.1.                 | The product, service, and market knowledge are properly developed in line with market opportunities and service delivery procedures             |
|                                            | 4.2.                 | The quality customer service is effectively provided with respect to costumer care principals and the client needs                              |

|                                      |                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      | 4.3. The customer complaints and difficult service situations are adequately resolved with respect to related handling procedures and techniques |
| 5. Monitor and evaluate the business | 5.1. A daily report of business activities is clearly elaborated as per the provided format                                                      |
|                                      | 5.2. Employee's meetings are regularly conducted in accordance with customer's inquiries and needs                                               |
|                                      | 5.3. Business plan is regularly consulted in accordance with monitoring and evaluation tools                                                     |

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| <b>Learning outcomes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>At the end of the module the learner will be able to:</b> <ol style="list-style-type: none"> <li>1. Perform business opening activities</li> <li>2. Create a productive working environment</li> <li>3. Run real business operations</li> <li>4. Respond to customer needs</li> <li>5. Monitor and evaluate the business</li> </ol> |
| <b>Learning outcome 1: Perform business opening activities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Learning hours: 10</b>                                                                                                                                                                                                                                                                                                              |
| <b>Indicative content</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                        |
| <ul style="list-style-type: none"> <li>• <b>Verification of Business start-up requirements</b> <ul style="list-style-type: none"> <li>✓ Meaning of business requirements</li> <li>✓ Steps of business requirements estimation</li> <li>✓ Business location requirements <ul style="list-style-type: none"> <li>✚ Meaning of business location</li> <li>✚ Factors influencing choice of business location</li> <li>✚ Working place layout</li> <li>✚ Office furniture</li> <li>✚ Office supplies</li> </ul> </li> <li>✓ Raw materials for initial storage <ul style="list-style-type: none"> <li>✚ Production equipment and machinery</li> <li>✚ Production consumables</li> </ul> </li> <li>✓ Start-up finances <ul style="list-style-type: none"> <li>✚ Meaning of financial management</li> <li>✚ Importance of financial management</li> <li>✚ Quantity of financial needs</li> <li>✚ Sources finances</li> <li>✚ Evaluating sources of business capital</li> <li>✚ Allocation of finance resources</li> </ul> </li> </ul> </li> <li>• <b>Recruitment of business employees</b> <ul style="list-style-type: none"> <li>✓ Meaning of employee recruitment</li> <li>✓ Process of employees' recruitment</li> </ul> </li> </ul> |                                                                                                                                                                                                                                                                                                                                        |

- ✓ Steps taken in employee's recruitment
- ✓ Principles of employee recruitment
- ✓ Strategies of employee recruitment
- ✓ Methods/sources of recruitment personnel
- ✓ Considerations when recruiting employees in a business
- ✓ Factors influencing employee's recruitment
  - ✚ Internal factors
  - ✚ External factors

• **Purchasing of business requirements**

- ✓ Definition of the term "purchasing "
- ✓ Purpose of purchasing
- ✓ Types of purchasing
  - ✚ Centralised purchasing
  - ✚ Decentralised purchasing
- ✓ Purchasing principles
  - ✚ Right price
  - ✚ Right quality
  - ✚ Right quantity
  - ✚ Right time
  - ✚ Right place
- ✓ Purchasing procedures
  - ✚ Meaning of purchasing procedures
  - ✚ Steps involved in purchasing procedures
- ✓ Documents used in purchasing
  - ✚ Material requisition form
  - ✚ Inquiry letter
  - ✚ Quotation letter
  - ✚ Purchase order
  - ✚ Advice note
  - ✚ Delivery note
  - ✚ Invoice
  - ✚ Credit status inquiry
  - ✚ Debit note
  - ✚ Credit note
  - ✚ Receipt
  - ✚ Statement of account
- ✓ Meaning of suppliers
- ✓ Factors influencing choice of effective suppliers

**Resources required for the learning outcome**

|           |                                                                                      |
|-----------|--------------------------------------------------------------------------------------|
| Equipment | <ul style="list-style-type: none"> <li>• Computer, Projector</li> </ul>              |
| Materials | <ul style="list-style-type: none"> <li>• Flipchart, Marker pens, Internet</li> </ul> |

|                              |                                                                                                                                                                                                           |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Tools                        | <ul style="list-style-type: none"> <li>Reference books, Case studies, Scenarios, Template of documents used in purchasing process</li> </ul>                                                              |
| Facilitation techniques      | <ul style="list-style-type: none"> <li>Brainstorming</li> <li>Questions and answers</li> <li>Story telling</li> <li>Problem solving</li> <li>Oral presentation</li> <li>Large group discussion</li> </ul> |
| Formative assessment methods | <ul style="list-style-type: none"> <li>Written assessment</li> <li>Oral presentation</li> </ul>                                                                                                           |

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| <b>Learning outcome 2: Create a productive working environment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Learning hours: 5</b> |
| <b>Indicative content</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |
| <ul style="list-style-type: none"> <li><b>Setting of business ethical conduct</b> <ul style="list-style-type: none"> <li>✓ Meaning of ethical conduct</li> <li>✓ Objectives of ethical conduct in a business</li> <li>✓ Rules and regulations of the business</li> <li>✓ Positive attitude required to business members</li> <li>✓ Sanctions proposed by the law in business</li> <li>✓ Types of unethical behaviour in a business</li> <li>✓ Ways to address unethical behaviour at the workplace</li> <li>✓ Methods of handling unethical conduct in business</li> <li>✓ Techniques of encouraging a positive ethical behavior in business <ul style="list-style-type: none"> <li>✚ Rewards</li> <li>✚ Expectations</li> <li>✚ Training</li> <li>✚ Policies</li> </ul> </li> <li>✓ Importance of positive ethical conduct in the business</li> </ul> </li> <li><b>Assignment of responsibilities to employees</b> <ul style="list-style-type: none"> <li>✓ Defining responsibilities assignment in business</li> <li>✓ Importance of assigning duties</li> <li>✓ Attribution of responsibilities <ul style="list-style-type: none"> <li>✚ Estimation of volume of task</li> <li>✚ Determination of task's requirements</li> <li>✚ Allowing time to the volume of task</li> </ul> </li> <li>✓ Responsibility assignment matrix <ul style="list-style-type: none"> <li>✚ Responsible, Accountable, Consulted and Informed (RACI)</li> </ul> </li> </ul> </li> <li><b>Maintenance of good relationship with customers and suppliers</b></li> </ul> |                          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                |
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| <ul style="list-style-type: none"> <li>✓ Concept of customers and suppliers' relationship in a business</li> <li>✓ Purpose of maintaining a good relationship with customers and suppliers</li> <li>✓ Methods used to maintain good relationship with Customers and Suppliers</li> <li>✓ Importance of maintaining good customers and suppliers' relationship to the business</li> <li>✓ Ways to address <ul style="list-style-type: none"> <li>✚ Customer complaints</li> <li>✚ Suppliers' complaints</li> </ul> </li> <li>✓ Manual procedures for business operations as tool for maintaining customer and suppliers relationship <ul style="list-style-type: none"> <li>✚ Meaning of procedures manual</li> <li>✚ Benefits of procedures manual</li> </ul> </li> </ul> |                                                                                                                                                                                                                                                                |
| Equipment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                |
| Materials                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Flipchart, Marker, Pen</li> </ul>                                                                                                                                                                                     |
| Tools                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Internet</li> <li>• Reference books</li> <li>• Case studies</li> <li>• Scenarios</li> <li>• Post note</li> <li>• Template of documents used in purchasing process</li> <li>• Employee recruitment template</li> </ul> |
| Facilitation techniques                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Brainstorming</li> <li>• Questions and answers</li> <li>• Story telling</li> <li>• Problem solving</li> <li>• Role play</li> <li>• Group discussion</li> <li>• Practical exercise</li> </ul>                          |
| Formative assessment methods                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Written assessment</li> <li>• Oral presentation</li> </ul>                                                                                                                                                            |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Learning outcome 3: Perform business operations</b>                                                                                                                                                                                                                                                                                                                                                        | <b>Learning hours: 5</b> |
| <b>Indicative content</b>                                                                                                                                                                                                                                                                                                                                                                                     |                          |
| <ul style="list-style-type: none"> <li>• <b>Performing business operations</b> <ul style="list-style-type: none"> <li>✓ Production of goods and services <ul style="list-style-type: none"> <li>✚ Product differentiation</li> <li>✚ Quality control</li> </ul> </li> <li>✓ Management of business resources <ul style="list-style-type: none"> <li>✚ Control of cash flow</li> </ul> </li> </ul> </li> </ul> |                          |

 Management of inventory

✓ Marketing strategies

 Review of 5Ps of marketing mix

 Distribution channel

✓ Human resource management

 Employee portfolio management

 Modes of employee payment

 Ways of motivating employees

• **The utilization of available resources**

✓ Meaning of business resources

✓ Types of business resources

 Financial resources

 Assets

 Human resources

 Technological resources

✓ Purpose of optimizing the utilisation of available resources

✓ The methods to optimise utilisation of available resources

✓ Methods used to control utilisation of resources

 Procedures of using resources

 Targeted result

 Anticipated emergencies in planning

 Inventory planned

✓ Importance of optimizing available resources

 Employees

 Business owners

 Business stakeholders

• **Undertaking Targeted promotional and marketing campaigns**

✓ Product promotional and marketing campaigns

 Meaning of terms

 Aspects of product promotion

✓ Techniques of product advertisement

 Public relations/publicity

 Newspapers

 Sales promotion

 Personal selling

 Direct marketing

 Magazine

 Posters

 Attending trade exhibition

✓ Developing marketing campaign strategies

- ✚ Clear & concise calls-to-action
- ✚ Hyper-target to a niche audience
- ✚ Create a story that speaks to all medias
- ✚ Make it easy to Share
- ✚ Inspire interaction
- ✚ Use a memorable and repeatable spokesperson

- **Registration of the business organization**

- ✓ Meaning of business registration
- ✓ Types of business organization
  - ✚ Sole proprietorship
  - ✚ Partnership
  - ✚ Corporation/Limited-liability companies
- ✓ Requirements for business registration
  - ✚ Registering a Local Company
  - ✚ Registering a branch of a foreign company in Rwanda
  - ✚ Registering a Local branch
- ✓ Registration to the tax System
  - ✚ Meaning of a tax registration
  - ✚ Importance of a tax in socio-economic development
  - ✚ Registration conditions
  - ✚ Required documents
  - ✚ Advantages of registering to the tax system
  - ✚ Penalties for failure to register to the tax system

### Resources required for the learning outcome

|                              |                                                                                                                                                                                                                                                                                                                                  |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Equipment                    | <ul style="list-style-type: none"> <li>• Projector, Computer</li> </ul>                                                                                                                                                                                                                                                          |
| Materials                    | <ul style="list-style-type: none"> <li>• Flipchart, Marker pen, Internet</li> </ul>                                                                                                                                                                                                                                              |
| Tools                        | <ul style="list-style-type: none"> <li>• Reference books</li> <li>• Case studies</li> <li>• Risk analysis template</li> <li>• Business plan</li> </ul>                                                                                                                                                                           |
| Facilitation techniques      | <ul style="list-style-type: none"> <li>• Brainstorming on identifying meaning of key words</li> <li>• Oral presentation Demonstration of contingency plan samples</li> <li>• Group discussion</li> <li>• Documentary research</li> <li>• Internet research</li> <li>• Practical exercise on defining contingency plan</li> </ul> |
| Formative assessment methods | <ul style="list-style-type: none"> <li>• Written assessment</li> <li>• Oral presentation</li> </ul>                                                                                                                                                                                                                              |

**Learning outcome 4: Respond to customer needs**

**Learning hours: 5**

## Indicative content

- **Developing and maintaining goods, service, and market knowledge**

- ✓ Key terms definitions
  - ✚ Goods
  - ✚ Services
- ✓ Importance of knowing your products and services
- ✓ Tips on knowing your products and services
- ✓ Comparison between goods and services
  - ✚ Transfer ownership
  - ✚ Separable
  - ✚ Storage
  - ✚ Perishable
- ✓ Market opportunities
  - ✚ Customers' shopping trends
  - ✚ Competition
  - ✚ Availability of raw materials
  - ✚ Reserved customers
- ✓ Service delivery procedures
  - ✚ Preparation
  - ✚ Interaction
  - ✚ Evaluation
  - ✚ Providing feedback and observation
- ✓ Products and service adjustment
  - ✚ Definition of product and service adjustment
  - ✚ Types of products and service adjustment
  - ✚ Product and service adjustment procedures
  - ✚ Importance of product and service adjustment on customer satisfaction
  - ✚ Challenges with products/services adjustment

- **Provision of quality customer service**

- ✓ Introduction to customer care
  - ✚ Key terms definition (customer, client, need, customer care, customer need, customer satisfaction, quality service)
  - ✚ Customer profiles
  - ✚ Importance of customer service (Positive effect, Negative effect)
  - ✚ Levels of customer services
  - ✚ Duties and responsibilities of a customer care provider
- ✓ Customer care principles
- ✓ Techniques to determine customer preferences, needs and expectations
  - ✚ Active listening
  - ✚ Questioning
  - ✚ Observation
  - ✚ Recognition of non-verbal signs

- ✓ Anticipation of customer's needs, expectations and preferences
  - ✚ Types of customer needs
  - ✚ Types of customers preferences
- ✓ Factors influencing customer preferences, needs and expectations
  - ✚ Age
  - ✚ Gender
  - ✚ Social and cultural characteristics
  - ✚ Prior knowledge
  - ✚ Special needs
  - ✚ Season
  - ✚ Price of substitute goods
  - ✚ Fashion
  - ✚ Level of advertisement
  - ✚ Consumer habits
  - ✚ Consumer income level
- ✓ Tips to satisfy customer preferences, needs and expectations
  - ✚ Use of professional tone of voice
  - ✚ Use professional language
  - ✚ Respond promptly (give feedback promptly)
- ✓ Customer satisfaction
  - ✚ Importance of customer satisfaction
  - ✚ Consequences of customer dissatisfaction
- ✓ Promote products and services

- **Resolving customer complaints and difficult service situations**

- ✓ Meaning of customer complaint
- ✓ Procedures for handling customer complaints
  - ✚ Listen
  - ✚ Reformulate
  - ✚ Solve
  - ✚ Provide feedback
  - ✚ Offer something extra or complimentary
  - ✚ Follow up
  - ✚ Service recovery

- ✓ Difficult service situations
  - ✚ Fire outbreak
  - ✚ Water leakage
  - ✚ Short circuit
  - ✚ Falls and injuries
  - ✚ Intruder
- ✓ Techniques for resolving difficult Service situations
  - ✚ Notify everyone about the incident for rescue if necessary
  - ✚ Call for assistance
  - ✚ Monitoring and Communicate
  - ✚ Provide solutions
  - ✚ Record and report the incident information

### Resources required for the learning outcome

|                              |                                                                                                                                                                                                                                                                                                                                  |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Equipment                    | <ul style="list-style-type: none"> <li>• Projector, Computer</li> </ul>                                                                                                                                                                                                                                                          |
| Materials                    | <ul style="list-style-type: none"> <li>• Flipchart, Marker pen, Internet</li> </ul>                                                                                                                                                                                                                                              |
| Tools                        | <ul style="list-style-type: none"> <li>• Reference books</li> <li>• Case studies</li> <li>• Risk analysis template</li> <li>• Business plan</li> </ul>                                                                                                                                                                           |
| Facilitation techniques      | <ul style="list-style-type: none"> <li>• Brainstorming on identifying meaning of key words</li> <li>• Oral presentation Demonstration of contingency plan samples</li> <li>• Group discussion</li> <li>• Documentary research</li> <li>• Internet research</li> <li>• Practical exercise on defining contingency plan</li> </ul> |
| Formative assessment methods | <ul style="list-style-type: none"> <li>• Written assessment</li> <li>• Oral presentation</li> </ul>                                                                                                                                                                                                                              |

### Learning outcome 5: Monitor and evaluate the business

Learning hours: 5

#### Indicative content

- **Elaboration of a daily report of business activities**
  - ✓ Meaning of business daily report
  - ✓ Importance of business daily report to the business
  - ✓ Format of daily report of business activities
- **Conducting employee's meeting**
  - ✓ Meaning of effective employees' meeting
  - ✓ Purpose of employee's meeting
  - ✓ Elements of preparing effective employee's meeting
    - ✚ Setting meeting objectives
    - ✚ Preparing meeting requirements

- ✚ Running employee's meeting
- ✓ Ways to make employee meeting successful
  - ✚ Facilitate brainstorming session
  - ✚ Stand up
  - ✚ Set meeting goals together
  - ✚ Offer incentives and rewards
  - ✚ Set a clear framework in advance

- **Consultation of business plan**

- ✓ Purpose of consulting business plan during a business operation
  - ✚ Create an effective strategy for growth
  - ✚ Determine the future financial needs
  - ✚ Attract investors and leaders
- ✓ Critical parts of the business plan to be considered while running business
  - ✚ Executive summary
  - ✚ Business description
  - ✚ Market analysis and strategy
  - ✚ Marketing and sales plan
  - ✚ Competitive analysis
  - ✚ Management and organization
  - ✚ Description of product and services description
  - ✚ Operating plan
- ✓ Using business plan as tool
  - ✚ Internal communication
  - ✚ Communication with partners
  - ✚ Communication with financial institutions

### Resources required for the learning outcome

|                              |                                                                                                                                                                              |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Equipment                    | <ul style="list-style-type: none"> <li>• Computer</li> </ul>                                                                                                                 |
| Materials                    | <ul style="list-style-type: none"> <li>• Internet, Flipchart, Markers</li> </ul>                                                                                             |
| Tools                        | <ul style="list-style-type: none"> <li>• Reference books</li> <li>• Case studies</li> <li>• scenarios</li> </ul>                                                             |
| Facilitation techniques      | <ul style="list-style-type: none"> <li>• Brainstorming on importance of presenting business plan.</li> <li>• Role play on importance of presenting business plan.</li> </ul> |
| Formative assessment methods | <ul style="list-style-type: none"> <li>• Written assessment</li> <li>• Oral presentation</li> </ul>                                                                          |

## References:

1. Omagor, P. a. (2010). Entrepreneurship education for advanced level students.
2. Ssempijja, 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/breakeven-point.html>
5. <https://www.britannica.com/money/business-organization>
6. <https://org.rdb.rw/business-registration/>
7. Starting a business - Official Rwanda Development Board (RDB) Website
8. <https://whatfix.com/blog/procedure-manuals/>
9. <https://www.indeed.com/career-advice/career-development/ensuring-customer-satisfaction>