

***SELF STUDY FOR FINANCIAL AND PROJECT
MANAGEMENT SKILLS IN
ENTREPRENEURSHIP EDUCATION
PAPER 2 (P230/2)***

SECOND EDITION 2020

BY

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SEKAMATTE .I

PROJECT MANAGEMENT SKILLS

Introduction

This chapter aims at enabling learners to develop the skills of applying the theoretical concepts of entrepreneurship education to real life situations.

ENTREPRENEURSHIP EDUCATION PAPER 2

This is a three (3) hours written examination which tests a candidate's conceptualization of entrepreneurship education concepts and how to apply them to the real world situation.

Paper 230/2 has 6 optional questions and a candidate is required to attempt any four (4) questions, each question carries 25 marks. Questions in this section test how the candidate has developed the skills of applying the theoretical concepts of entrepreneurship education to real life situations.

KEY AREAS IN PROJECT MANAGEMENT WORK

Candidates should take note that any project work question must have:

- ☞ Name of the business which must be meaningful and attractive
- ☞ Business logo
- ☞ Document title
- ☞ Business address and location
- ☞ Business contacts i.e. telephone contacts and email address
- ☞ Frame

SOURCE DOCUMENTS IN BUSINESS

A source document is an original record containing the details of a substantial transaction entered in an accounting system. It's a document upon which details of transactions or accounting events are recorded.

Examples of source documents in business include

- | | |
|----------------------------------|--|
| – Cash sale slip | – Goods returned note |
| – Price list | – Statement of account |
| – Catalogue | – Receipt |
| – Quotation | – Stock card |
| – Local purchase order | – Stock ledger card |
| – Package sheet / packaging note | – Stock requisition form |
| – Advice note | – Fund requisition form |
| – Dispatch note | – Employee / personal record card for your workers |
| – Delivery note | – Employees payment voucher (pay slip for workers) |
| – Invoices | – Payment voucher |
| – Goods received note | – Cheque |
| – Debit note | – Cash withdraw form / slip |
| – Petty cash voucher | – Purchase contract note |
| – Cheque deposit slip | – Share certificate |
| – Cash deposit slip | |
| – Clients information form | |

Key areas / features of source documents

Almost all source documents have the following features

- ✓ Name of the business which must be meaningful and attractive
- ✓ Business logo
- ✓ date
- ✓ Business address and location
- ✓ Business address i.e. telephone contact and or email address
- ✓ Frame which encloses all the particulars of the documents
- ✓ Source document title e.g. payment voucher
- ✓ Source document number
- ✓ Name and address of the recipient
- ✓ Particular of items / goods and their respective values
- ✓ Name and signatures of the authorities

Common words under source documents

Design / draft. A question that requires a candidate to design or draft means that as the candidate is giving his/her answer, he/she is not supposed to fill in all the details of the documents. Such details to be excluded in this case include the date, name and address of the recipient, particulars of items / goods and their respective values, names and signatures of the authorities.

NB

In most cases source documents come with pre-printed document number that usually appear in red ink. Hence whether the question requires the candidate to design or prepare, he/she is free to indicate the document number

Prepare/ write. A question that requires a candidate to write or prepare means that as the candidate is giving his/her answers, he/she is supposed to fill in all the necessary details in the document being prepared or written.

ENTREPRENEURSHIP EDUCATION PRESENTATION ON PAPER TWO (P230/2)

- ✓ This is an application paper that requires candidates to make an application of what they have learnt from the theory part of the subject.
- ✓ This paper has got challenges to many students in a way that most students have a misconception that questions for this paper are from financial management and purchasing management only. This is not the case. The paper extracts its questions from all topics of the syllabus.
- ✓ Therefore students should not draw a demarcation between papers in terms of topics but rather on formulation of questions.

1. DISTINCTION BETWEEN PREPARING AND DESIGNING DOCUMENTS

- ✓ This distinction only applies to source documents but not to; illustrations like, adverts, human resource documents such as job specification, description etc. it is not also applicable to programs, schedule and procedure, steps, process etc

Note. The format for all programs is the same. The variation is only on activities

2. QUESTIONS ABOUT POLICY DOCUMENTS/ GUIDELINES

- ✓ A variety of words can be used here e.g. prepare, draft, develop, propose, present, write, suggest, and formulate etc. However, the presentation shall remain the same irrespective of the word used in the question.
- ✓ The possible sources of such questions include; areas with ways, techniques, suggestions, proposals, tools among others. The answer to such questions is governed by 3 instructions;
 - Use shall or present simple tense
 - Be specific
 - Avoid personalizing the business i.e. avoid use of I, My, We and Our.This is because we do not draft guidelines for ourselves as owners of the business but the guidelines are drafted for the business.
- Business policy documents should also carry business name and address

3. WRITING SECTIONS OF THE BUSINESS PLAN

Irrespective of whether you are preparing a business plan for an existing business or for a business not yet established, a business plan is prepared or written using the present simple tense. This is because the business plan is a working document to which the business shall always refer. Other guiding instructions are;

- Being specific
- Avoiding personalizing the business

4. WRITING SKILLS

- ✓ Writing skills can be tested in various ways such as writing letters, circulars, notices, memos and reports.
- ✓ The most important skill tested here is the style/format of letter writing where by the candidate has to be consistent with the style opted for from beginning to end.
- ✓ Other important area tested here is the flow of information i.e., how parts of the letter are following one another. This information is tested from communication skills and a variety of work can be tested here.
- ✓ Also emphasize areas such as; whether you are writing to an insider or outsider which will guide you on how to write the receivers address. This implies when writing to an insider, the receivers address is same as the writer's address unlike when writing to an outsider.

5. WRITING GENERAL DESCRIPTION OF THE BUSINESS

- ✓ This consists of a summary statement of the business that aims at explaining the following;
 - ✓ Name and address of the business
 - ✓ Physical location of the business
 - ✓ Legal form or nature of the business
 - ✓ Background of the business
 - ✓ Goods offered by the business
 - ✓ Customers of the business
 - ✓ Description of the business assets
 - ✓ The SWOT analysis
 - ✓ Vision statement of the business
 - ✓ Mission statement
 - ✓ Goals of the business

- ✓ Objectives of the business

NOTE

- (i) Any of the vision, mission, goals and objectives shall represent the rest because they all rotate around the purpose of the business
- (ii) Use the present simple tense

FINANCIAL MANAGEMENT QUESTIONS

The possible sources of questions for A' level **entrepreneurship P230/2** financial management questions are;

- ✓ Financial statement Accounting
- ✓ Cash flow statements
- ✓ Taxation

To create a difference between "O" Level and "A" level Entrepreneurship, National Curriculum Development Centre (NCDC) of recent puts much emphasis on interpreting the results of the business performance

- ✓ The interpretation of such results is basically based on definition of the ratio being interpreted or variables in the formula
- ✓ The candidate should master very well stating the different formulae, in addition to indicating the correct units for every answer got depending on what is being calculated.

POSSIBLE QUESTIONS IN PAPER 2 AS PER THE TOPICS IN THE SYLLABUS

Topic 1: introduction to Entrepreneurship

- ✓ Guidelines for coping with change
- ✓ Guidelines for enhancing creativity
- ✓ Guidelines for promoting innovation
- ✓ Guidelines for negotiation
- ✓ Guidelines for developing good business ethics
- ✓ Communication skills. These include
 - Writing skills (ref. category 3 of main presentation)
 - Guidelines for developing effective communication
 - Guidelines for handling difficult customers
 - Guidelines for attending to messages
 - Guidelines to be followed when presenting a product to customers
 - Guidelines when bargaining a product with customers
 - Guidelines for recovering overdue debts
 - Communication documents such as, writing business letter, memorandum, notices, reports, minutes of the meeting, circulars, banners etc
- ✓ Guidelines for developing a good personal brand

Topic 2: Social Entrepreneurship

- ✓ Developing mission statement
- ✓ Programme for becoming social entrepreneur
- ✓ GEPIC structure for advocacy for promoting the business
- ✓ Root cause analysis tool
- ✓ Sections of social enterprise plan

Topic 3: business idea and opportunity identification

- ✓ Program for turning a business idea into product
- ✓ Program for determining the profitability of the business

Topic 4: small and medium enterprises

- ✓ Guidelines for ensuring success of a small business
- ✓ Programme for taking an insurance policy

Topic 5: gender and entrepreneurship

- ✓ Guidelines for enhancing gender partnership in business

Topic 6: Business plan preparation

- ✓ Executive summary
- ✓ Writing parts of the business plan like
- ✓ General description of the business.
- ✓ Statement of mission, vision and objectives of the business.
- ✓ Marketing plan.
- ✓ Financial plan.
- ✓ Production plan / operational plan
- ✓ Organizational plan / administration plan / management
- ✓ Action plan / implementation plan

Other related documents

- ✓ Business profile
- ✓ Organizational chart

Topic 7: Production management

- ✓ Program for purchasing business requirements
- ✓ Source documents such as inquiry, quotation, purchase order, price list, invoice, receipt, dispatch note, goods received note, delivery note etc.
- ✓ Stock cards, stock requisition form
- ✓ Designing time schedules
- ✓ Guidelines for effective time management
- ✓ Designing plant layout / production process flow plan
- ✓ Preparing budgets
- ✓ Packaging labels
- ✓ Production schedules
- ✓ Work weekly schedules
- ✓ Vehicle maintenance schedule
- ✓ Production guidelines. They include
 - Guidelines when managing personnel
 - Guidelines to minimize the cost of production
 - Guidelines to ensure proper management of inventory
 - Guidelines to ensure the welfare of the staff
 - Guidelines for handling hazardous substance
 - Guidelines to minimize accidents when transporting raw materials
 - Guidelines for ensuring security of the workplace
 - Guidelines to be followed when purchasing raw materials
 - Guidelines to ensure quality production
 - Safety guidelines for workers / employees
 - Guidelines to cleanliness at production work
 - Guidelines followed when designing a product
 - Guidelines to be followed when handling machines
 - Guidelines to promote hygiene at production place.

Topic 8: marketing management and product promotion

- ✓ Field visit guide
- ✓ Designing a questionnaire/market survey guide
- ✓ SWOT analysis guide
- ✓ Guidelines for effective marketing strategy

- ✓ Guidelines for effective market segmentation
- ✓ Guidelines for presenting business products to customers
- ✓ Customer opinion form / client form
- ✓ Launching program
- ✓ Promotional program
- ✓ Customer satisfaction survey tool
- ✓ Designing different forms of adverts
- ✓ Designing distribution schedules
- ✓ Designing a market flow chart
- ✓ Guidelines for good customer care
- ✓ Designing a customer satisfaction survey form
- ✓ Programme for creative selling process
- ✓ Marketing illustrations like business cards / new paper adverts, sign posts, fliers , brochures , bill boards, business logo etc

Topic 9: managing personnel / human resource management

Designing or preparing

- ✓ Job application form
- ✓ Job specification
- ✓ Program for recruiting business employees
- ✓ Program for training business employees
- ✓ Induction program for new employees
- ✓ Job adverts
- ✓ Interview guide
- ✓ Curriculum vitae
- ✓ Employee contract
- ✓ Human resource guidelines
- ✓ Job description
- ✓ Job analysis
- ✓ Performance appraisal form
- ✓ Payroll
- ✓ Pay slip
- ✓ Guidelines for motivating employees
- ✓ Employees' code of conduct to promote discipline
- ✓ Rules and regulations followed by business employees

Topic 10: Loan management and related documents

- ✓ Loan repayment schedules
- ✓ Loan application form
- ✓ Guidelines for loan management
- ✓ Program for obtaining a loan
- ✓ Credit recovery loan program
- ✓ Guidelines when selling goods on credit
- ✓ Terms and conditions of lending
- ✓ Hire purchase agreement
- ✓ Guidelines to be followed when giving a loan
- ✓ Related documents in loan management
- Debtors reminder note
- Credit status inquiry

Topic 11: source documents

- ✓ An inquiry
- ✓ Quotation
- ✓ Price list

- ✓ Catalogue
- ✓ Purchase local order
- ✓ Credit status inquiry
- ✓ Delivery note
- ✓ An invoice
- ✓ Credit note
- ✓ Debit note
- ✓ Packaging sheet
- ✓ Goods received note
- ✓ Goods returned note
- ✓ Statement of account
- ✓ Receipt

Note: other related documents include

- ✓ Stock card
- ✓ Cash deposit slip
- ✓ Cheque deposit slip
- ✓ Standing order
- ✓ Stock requisition form
- ✓ Prospectus
- ✓ Share certificate

Budgets

- ✓ Types of budgets
- ✓ General budget
- ✓ Financial budgets

Topic 12: financial management

- ✓ Concept of double entry
- ✓ Ledgers
- ✓ Trial balance
- ✓ Final accounts i.e. income statement / trading profit and loss account / statement of comprehensive income and balance sheet / statement of financial position.
- ✓ Ratios and their interpretation
- ✓ Cash flow statement
- ✓ Tax computations

INTRODUCTION TO ENTREPRENEURSHIP

1. You have received shs. 60,000,000 to establish a social enterprise aimed at establishing public health.
 - a) Present policy guidelines for promoting innovations in your project
 - b) Formulate guidelines for coping with change in business

Solution

a) **Present policy guidelines for promoting innovations in your project**

NALUBEGA SOCIAL ENTERPRISE
P.O. BOX 122, KAMPALA (U)
TEL: +256432455678
Email: Masaazisocial@gmail.com

GUIDELINES FOR PROMOTING INNOVATION

- ✓ Change shall always be expected to always be already to come up with new things.
- ✓ New rules shall be implemented ie to learn to go beyond the existing indicators of competition in the business.
- ✓ Innovative strategies shall be developed e.g trying out new technology through searching.
- ✓ Barriers to innovation shall be avoided ie need to put in place measures that ensure good internal co-operation among departments
- ✓ Implementation of decisions shall be done so fast by coming up with new things that utilize the identified opportunity.
- ✓ Thinking shall be done on a globally level to look for new market for the products abroad, look for new technology abroad etc.
- ✓ Things shall be made to happen and failure shall be accepted so as to bring about improvement.
- ✓ One shall think like an entrepreneur ie to always have ideas and even go ahead to improve on them in case of failure to start.
- ✓ Learning shall be always be done and turned into new products/ services.
- ✓ Performance indicators shall be measured so as to concentrate on key strategic and profitable indicators by focusing energies on new things that drive the future success of the business.
- ✓ Innovation shall be recognized and awarded whenever possible.
- ✓ Employees shall network with various people such as customers, suppliers among others.
- ✓ Entrepreneurs shall do well to others for example for customers, suppliers, and this help small business to stay ahead of competition.

Programme for Innovation Application

NALUBEGA social Enterprises
P.O Box 122, KAMPALA (U)

PROGRAMME FOR INNOVATION APPLICATION

Date/ Period	Activities	Person in charge	Remarks
	Perceiving an opportunity or Threat that is relevant to current condition to solve the Problem		
Fill in	Conceptualization the idea to secure the necessary information about the problem	Fill in	Don't fill in
	Developing the prototype for experiment to see if the product/service will work as Required		
	Operationalizing the idea to see that it works to solve the problem		

Drafted by:

Signature:.....

Title:..... Fill in

Name:.....

Approved by:

Signature:.....

Title:.....

Name:.....

b) **Policy guidelines for enhancing creativity in Nalubega social Enterprises**

NALUBEGA SOCIAL ENTERPRISE

P.O. BOX 122, KAMPALA (U)

TEL: +256432455678

Email: Masaazisocial@gmail.com

GUIDELINES FOR ENHANCING CREATIVITY

- ☞ Workers shall think beyond the invisible frame works that surround problems/situations.
- ☞ Assumptions shall be recognized when are being made and challenge them.
- ☞ Ideas shall be developed from more than one source.
- ☞ Workers shall transfer technology from one field to another
- ☞ Workers shall note down thoughts/ideas that they come across so that they are no forgotten
- ☞ there shall be Use of analogy i.e. improve imaginative thinking to find models or solutions in nature, in existing products/services or in other organizations
- ☞ Workers shall be prepared to use unpredictable events to their advantages
- ☞ Workers shall stop narrow minded thinking and widen the field of vision.
- ☞ There shall be suspending judgments to encourage the creative process and avoid premature.
- ☞ There shall be patience so as to avoid leaving a problem until solution emerge
- ☞ There shall be stimulation of curiosity and the skills of observation, listening, reading and recording.
- ☞ Every worker shall avoid premature criticism
- ☞ Every worker shall make connections with points that are irrelevant or buried.

c) **Guidelines for coping with change in a business.**

MUSAAZI SOCIAL ENTERPRISE
P.O. BOX 122, KAMPALA (U)
TEL: +256432455678
Email: Masaazisocial@gmail.com

GUIDELINES FOR COPING WITH CHANGE

- ✓ Employees shall be rewarded for success within the business.
- ✓ Employers shall give explanation why the change is taking place, the potential impact of change and the goals related to change.
- ✓ There shall be Training of workers to meet the challenges the change requires and eliminate excuse that the change cannot be implemented for lack of knowledge.
- ✓ There shall be Encouraging feedback on progress to accept change if workers have a chance to tell leaders their thoughts and concerns.
- ✓ Managing resistance shall be done to prepare for anything anyone might do in order to stop the change.
- ✓ There shall be assessing readiness to prepare employees and administrators on how to handle modifications.

Business name and address

Physical location

PROGRAMME TO COPE WITH CHANGE:

Period/Date	Activities	Person in Charge	Remarks
Fill in all	<ul style="list-style-type: none"> ✓ Understanding the situation that brought Change. ✓ Defining the problem with a view of taking action to solve or reduce the problem ✓ Finding alternatives to the problem that being afraid of it ✓ Selecting the course of action from the alternatives got that suits the business goals and objectives. 	Fill in all	Do not fill

Prepared by:

Signature:.....

Title:..... Fill in all

Name:.....

Approved by:

Signature:.....

Title:.....

Name:.....

2. As a new manager for a faster growing factory.

a) Draft guidelines for ensuring effective actual negotiation

b) Formulate guideline for developing good business ethics

Solutions

a) Guidelines for ensuring effective actual negotiation in business

MUTEBI METAL WORKS
P.O BOX 223, KAMPALA (U)
TEL: 0313454545

Email. mutebimetalwork@yahoo.com

Dealers in all quality metal works

GUIDELINES FOR EFFECTIVE ACTUAL NEGOTIATION

- ✓ Negotiators shall determine the negotiation tactics
- ✓ There shall be Creation of the right negotiation climate
- ✓ There shall be Stating the subject matter and objectives of the meeting
- ✓ Depending on the strategy you have selected shall either state your position or left the other party respond to the opening statement
- ✓ Depending on what strategy you have set out to use to state your interest but put emphasis on commodity
- ✓ There shall be Seeking agreement
- ✓ There shall be Ending negotiation

Program for preparing for negotiation

MT BOOKSHOP P.O BOX 204 KAMPALA. TEL: 0752-818204			
PROGRAMME FOR PREPARING FOR NEGOTIATIONS FOR JULY 2020.			
TIME FRAME	ACTIVITY	PERSON IN CHARGE	REMARKS
10/07/15	Collecting of information through research to discover the exact needs of other party	Aguma Jane	
15/07/15	Analyzing the collected information and comparing it with the needs of the bookshop	Odoki Peter	
20/07/15	Setting up clear objectives for negotiating process due to take place	Kato Moses	
25/07/15	Developing negotiation strategies like deciding whether to use one negotiator or a team of negotiators	Odoki Peter	
30/07/15	Developing preliminary tactics for negotiation and choosing a chief negotiator with experience and training in negotiation skills.	Aguma Jane	
1/08/15	Selecting the negotiation venue that can be the bookshop premises or venue of the buyer or neutral venue		
Prepared by; Signature Name Title	_____	Approved by; Signature Name Title	

Guidelines for developing good business ethics

MUTEBI METAL WORKS
P.O BOX 223, KAMPALA (U)
TEL: 0313454545
Email. mutebimetalwork@yahoo.com

Dealers in all quality metal works

Guidelines for developing good business ethics

- ☞ One shall be open and freely share information (honesty).
- ☞ One shall not make promises that cannot be kept and shall not make promises on behalf of the company unless he has the authority to do so (promising keeping).
- ☞ One shall create and follow a process and achieve outcomes that a reasonable person would just call (fairness).
- ☞ There shall be Respect for others.
- ☞ One shall maintain an awareness of the needs of others and act to meet those needs whenever possible (compassion).
- ☞ One shall always live up to ethical principles, even when confronted by personal, professional and social risks as well as economic pressure (integrity).

SUPER GENERAL HARDWARE
P.O BOX 752, BUSIA
TEL: +256 752833909

DELEGATION PROGRAMME:

Day/Time	Activity	Person Responsible	Remarks
	Analyzing and sorting out tasks to be delegated to a person.		
	Appointment, naming the person to be delegated to and assessing the skills and capabilities of subordinates.		
Fill in	Briefing and defining the tasks to be performed by the person delegated to.	Fill in	Don't fill
	Control, monitoring and encouraging the person delegated to perform the work.		
	Appraisal, reviewing and revising the tasks performed to give the feedback on work done.		

Drafted by: Signature:.....

Name:.....

Title:..... Fill in

Approved by: Signature:.....

Name:..... Don't

Title:..... fill

COMMUNICATION SKILLS

Communication refers to the process of exchanging information between the sender and receiver. It is how we transmit thoughts, feelings, knowledge and ideas from one person to another

NAME AND ADDRESS OF THE BUSINESS GUIDELINES FOR ENHANCING EFFECTIVE COMMUNICATION IN THE BUSINESS.

- ✓ The business shall ensure completeness of all communication to the relevant receivers.
- ✓ The business shall ensure correctness of all messages sent or issued
- ✓ The business shall ensure clarity of all messages communicated.
- ✓ The business shall ensure conciseness of all messages communicated.
- ✓ The business official making communication shall make the messages sincere as possible i.e courteous or courtesy.
- ✓ The business official communicating messages shall consider the receivers feelings, cultural beliefs, age and others ie consideration.
- ✓ All business communication shall be made at the appropriate time , when the receiver is ready to receive it.(ie timing)
- ✓ All business communication shall be made using the appropriate media.
- ✓ All business communications shall be made from the right environment that allows the receiver to get the full message.
- ✓ All business communication shall be well organised and communicated in a positive way(concreteness)

Communication documents

These are basically used when the business communicates with its customers and they are very important in any business.

Business letter. This is a main form of communication with people outside the business. It is commonly used for external communication.

They are different examples of business letters such as

- ✓ appointment letter
- ✓ letter of complaint
- ✓ termination letter
- ✓ letter seeking for a trading license
- ✓ warning letter
- ✓ application letter
- ✓ An apology letter etc.

However it should be noted that all the letters carry the following major features and they include the following.

Major features of a business letter

- i. Return address. This is the address of the writer of the letter (sender of the letter). In the modern way of writing letters, return address must be centered.
- ii. Reference. This is used to assist in identification of the subject matter and to whom the letter is being written. It makes it easy to identify the file when a copy of the letter is kept.
- iii. Date. This shows when the letter was written.
- iv. Inside address. This shows the name of the person or business receiving the letter.
- v. Salutation. This is the greeting used to commence the letter. E.g Dear sir, Madam, Miss, Mar etc.
- vi. Subject heading. This gives a brief indication of the content of the letter. Capital letters may be used.
- vii. Body. This gives main reason and details as to why the letter is written.
- viii. Complimentary closing. This is a respectful goodbye general closing to the letter. Commonly used closings for formal letters includes, yours faithfully, yours truly etc. NB yours sincerely is commonly used for friendly letters.
- ix. Signature. This is handwritten name of the writer (sender). A signature should be followed by a name and the title of the sender.

Note.

The following features are also very important to appear on a letter.

- ✓ Frame. A complete letter should be framed
- ✓ A title is also important
- ✓ A business logo
- ✓ C.C (this means someone else has a copy of the letter) E.g. C.C L.C I chairman.

Format of a business letter

There are two format used that is

- ➡ Fully blocked style
- ➡ Indented block style

Fully blocked style, all parts of the letter begin from the left margin

You are running a bakery / confectionery business, however due to increased demand for the products, you have decided to seek for funds from financial institutions, draft an application letter that will accompany your business proposal

KJS BAKERS LIMITED
P.O BOX 333, KAMAPAL (U)
TEL: 0772123456

"For quality bakery products"

Our ref:

Your ref:

March, 15, 2017

THE LOAN MANAGER
PRIDE MOCRO FINANCE (U) LTD
P.O BOX 12

Dear Sir/ Madam,

RE: APPLICATION FOR LOAN FOR BUSINESS EXPANSION

I humbly submit my request for a business loan to be used in expanding my business. The business deals in confectionery products including cakes, bread, doughnuts and others. It has been in existence for four years

The project is estimated to take five million shillings only (5,000,000) and will take several years. The repayment period is two years. A business proposal and other relevant documents are attached on this letter for more information.

I will be glad if my request is responded to positively

Yours faithfully,



Nakimuli Patricia
MANAGING DIRECTOR

Indented blocked style.

GREENLAND GENERAL HARD WARE
P.o Box 2461
NAIROBI, KENYA
TEL: +2446226266

23rd/03/2017

PURCHASING MANAGER
VIVA GENERAL MACHANDISE
HARD WARE UG, LTD
P.O BOX 21
KAMPALA, UGANDA

**RE: APOLOGY AND REQUEST FOR EXTENSION OF TIME TO
DELIVER GOODS**

Dear Sir / Madam,

This is to acknowledge that we are in receipt of your notice whereby you informed us that the goods shipped to you on 18th/ 03/2017 did not conform to our agreement dated (13th/03/2017)

We regret this unintentional mistake on our part, the reason for which were (explained) while we recognize that the time for performing under this agreement has expired, we are requesting that you extend the time to 30th/03/2013 in order that we may cure the defect by replacing the shipment with goods that conform to our agreement

Please accept our apology for this inconvenience. We shall be looking forward to your response

Yours faithfully



**MURUNGI ANNIE
SALES MANAGER**

NB. Many people may choose to use an indented block style business letter because like the way that it looks. The definition of an intended block style business letter is a letter that is justified at the left margin except for few elements, these elements include the return address, the reference line, closing, signature and printed name


QUESTION.

You are operating a restaurant in a very congested and unhygienic location and you intend to shift your location to a better place.

- (a) Write an invitation letter to the district environmental officer to inspect your new location.
- (b) Write a notice to your esteemed customers informing them that you are going to shift your location to another location to a new one due to the congestion and unhygienic condition in the present location.
- (c) Design a menu card to be used in your restaurant.

Solution

An invitation letter to the district environmental officer

<p style="text-align: center;">3K RESTAURANT P.O BOX 19 BAKULI-NANKULABYE TEL: 0731663314 2krestaurant@yahoo.com</p> <p>Our Ref; 2K/ADM/2013 Your Ref:</p>
<p>To: THE DISTRICT ENVIRONEMTNAL OFFICER KAMPALA DISTRICT 19TH/JULY/2013. REF: <u>INVITATION FOR HE INSPECTION OF MY RESTAURANT</u></p> <p>I hereby humbly request you to come and inspect my new place where I am going to shift my restaurant to due to unhygienic and congestion condition where I have been operating from. It is found at Bakuli-Nankulabye opposite city oil petrol station in Kampala. The function will begin at 1:00pm on the 28th July 2013. We shall be warmly waiting to receive you on that day.</p> <p>Yours faithfully,  MPAGI EMMANUEL MANAGING DIRECTOR</p> <p>c.c To the mayor of Kampala c.c To the L.CV of Kampala c.c To the Bishop of Kampala "A customer is our Boss"</p>

A notice to my esteemed customer

3K RESTAURANT
P.O BOX 19
BAKULI-NANKULABYE
TEL: 0731663314
2krestaurant@yahoo.com

Our Ref; 2K/ADM/2020

Your Ref:

20TH/JULY/2013.

NOTICE

TO: All our esteemed customers

RE: RE-LOCAION OF 3K RESTAURANT.

This is to inform you that all our esteemed customers that the 3K restaurant is going to be shifted due to the congestion in Nankulabye whereby you have even always been lacking a convenient parking yard to a vast land with a convenient parking yard and it is also due to the unhygienic conditions which may be a threat to your lives. It is going to be shifted to Bulange-Mengo opposite the Kings Palace at Kabaka-Anjagala road. Sorry for he inconveniences.

Please our continued support is highly considered.

Yours faithfully,



MPAGI EMMANUEL
MANAGING DIRECTOR

c.c To the administration

c.c To the Marketers

c.c To the Suppliers

"A customer is our Boss"

Menu

<p style="text-align: center;">3K RESTAURANT P.O BOX 19 BAKULI-NANKULABYE TEL: 0731663314 2krestaurant@yahoo.com</p> <p>Our Ref; 2K/ADM/2020 Your Ref:</p>	
<p><u>MENU</u></p> <p>We offer all types of food and drinks at relatively affordable prices at all convenient prices and tunes. We offer breakfast, lunch and supper. We have local and international dishes.</p>	
<u>Breakfast</u>	Prices
Bread with margarine + coffee	8,000=
Chapati + coffee	5,000=
Milk	3,000=
Dry tea	1,000
<u>Lunch</u>	
Fish + Matooke	10,000=
Chips + chicken	8,000=
Rice + meat	9,000=
Matooke + beans	7,000=
Rice + G. nuts	6,000=
<u>Supper</u>	
Chips + chicken	7,000=
Beef + chips	6,000=
Liver + chips	1,000=
<u>Dinks</u>	2,000=
Mineral water	3,000=
Soda	1,800=
Juice	1,500=
<i>" A customer is our Boss"</i>	

Example

You are the general manager Tukole carpentry workshop in Kyengera

- a) Write a letter to be forwarded to the town clerk Kyengera town council seeking for a trading license.
- b) Write a warning letter to an employee with poor performance.
- c) Write a termination letter to an incompetent employee whose services are no longer needed at the workshop.
- d) Write an appointment letter to a newly recruited security officer at the workshop.
- e) You have decided to resign from your work due to some reasons, write a resignation letter.

Solution

a) **A LETTER SEEKING FOR A TRADING LICENSE FROM THE TOWN CLERK**

TUKOLE CARPENTRY WORKSHOP
P.O BOX 216 KYENGERA
TEL: 0774380388

Dealers in quality furniture like tables, chairs, beds etc.

Our ref: TCW/MD/2020

Your ref:

THE TOWN CLERK
WAKISO DISTRICT
Dear Sir,

RE: APPLICATION FOR A TRADING LICENSE

I humbly submit in my request to your esteemed office seeking for a trading license for TUKOLE carpentry workshop. The workshop is located in Kyengera trading center behind Equity bank.

Waiting for your positive response

Yours faithfully



MAGEZI TOM
General Manager
C.C L.C.I chairman

WARNING LETTER TO AN EMPLOYEE WITH POOR PERFORMANCE.

TUKOLE CARPENTRY WORKSHOP
PO BOX 216 KYENGERA
TEL: 0774380388

Dealers in quality furniture like tables, chairs, beds etc.

Date 3/02/2020

To: MR. NJUKI MATAYO

Dear Sir,
RE: WARNING LETTER

I write to inform you that management is for so long not satisfied with the way you perform your duties, you are therefore warned to improve your performance and create a chance for the success of our workshop otherwise we shall be forced to do away with you.

Yours faithfully



NSENENE MARK
GENERAL MANAGER
C.C personal file
C.C chairman Board of directors

TERMINATION LETTER TO AN INCOMPETENT EMPLOYEE.

**TUKOLE CARPENTRY WORKSHOP
PO BOX 216 KYENGERA
TEL: 0774380388**

Dealers in quality furniture products like tables, chairs, beds etc.

Date: 03/03/2020

Our ref TCW/03/2020

TO: Mr. Kiwuka

Dear Sir,

RE: TERMINATION LETTER

I would like to recommend your good services you have been rendering to our firm as a cashier since we employed you. however we are not able to continue with your incompetence and I would like to bring it to your notice that effective to march 1st 2017 you are no longer our business cashier and your services has been terminated. Your termination package of shs 100,000 has been arranged collect it from the general manager's office.

Yours faithfully



NSENE MARK
GENERAL MANAGER

Note. When writing a termination letters, the date when an employee has been stopped from work must be mentioned and the termination package. It is also important to mention the cause why the employee's services has been terminated.

Termination letter

DELIGHT BEAUTY SALOON
P.O.BOX 117,
MUKONO – NABUTI VILLAGE
TEL: 0777322231
delightbeauty@yahoo.com

Our ref: DBS/INV/2013

Your ref:

25th/June/2020

To: Nabunje Josephine (CASHIER)

Dear Madam,

RE: TERMINATION OF YOUR SERVICES.

In reference to the above subject, I would like to thank you for the Services you have been rendering to Delight Beauty Saloon since 2015 to date. However, due to your continued response to work, theft and Embezzlement, your services have been terminated. Your termination benefits of Uganda shillings 200,000=.

I would like to wish you the best in the next endeavours wherever you will be after here.

Yours faithfully,



MPAGI EMMANUEL
Managing Director

AN APPOINTMENT LETTER TO A NEWLY RECRUITED SECURITY OFFICER

**TUKOLE CARPENTRY WORKSHOP
PO BOX 216 KYENGERA
TEL: 0774380388**

Dealers in quality furniture products like tables, chairs, beds etc

Date: 08/03/2018

Mr. Mayanzi Sam

Dear Sir,

RE: APPOINTMENT FOR THE POST OF SECURITY OFFICER

Following the interview you had with us on 10th June 2016, I am glad to inform you that you were successful and hereby appointed you as a security officer of our workshop effective 1st July 2016. You are supposed to report directly to the general manager.

Your gross pay shall be shs 800,000 (eight hundred thousand shillings only) per month. You will also be given housing allowance, medical allowance, transport allowance and lunch.

Your duties shall be;

Ensuring total security at the workshop premises at all times.

Ensuring that properties of the workshop are safe at all times.

Please inform us in writing using an acceptance letter if you are satisfied with the terms and conditions of this job offer and willingness to start on 1st July 2016.

Yours faithfully



Mukazi Sarah

General Manager.

A RESIGNATION LETTER

**NSENENE MARK
PO BOX 233
KAMPALA – UGANDA**

17/03/2017

THE MANAGING DIRECTOR
TUKOLE CARPENTRY WORKSHOP
PO BOX 216

Dear Sir,

RE: REQUEST FOR RESIGNATION FROM WORK.

I wish to extend my gratitude to you and the entire firm for the support and whatever you have given me for all this along, during my stay with you.

However, I hereby extend to request to resign from duty as the general manager. This is due to opportunity that was given to me in form of scholarship for my further studies.

I'm hoping to leave by 1st march 2017 but we shall remain in touch.

I will be happy if my request is granted

Yours in service



NSENENE MARK
General Manager
C.C. HRM
C.C chairman board of directors

Recommendation letter

**Katwe carpentry workshop
P.O BOX 245, KAMPALA
TEL: 0752 837788**

Date: 23rd /04/2020

The Branch Manager
Centenary Bank
Nateete
P.o Box 235, Kampala
Dear Sir

RE: RECOMMENDATION OF MR. BWIRE BRIAN FOR DRIVING POST:

I do hereby recommend Mr. Bwire Brian for the post of a driver. I have worked with him for the last 10 years He is hard working and a careful driver committed to his work and he wishes to change from our company to your bank, something I highly recommend him.

Your kind consideration on this matter will highly be appreciated.

Yours faithfully

.....
Mukasa Robert

Letter of Promotion: Sometime a company employee may be raised to a higher level in the firm. This may come up as result of being a hard and committed worker in helping the company achieve its objectives and goals, gaining of experience and skills, attaining of more education etc.

NTB

**NATEETE BAKERY LTD
P.O BOX 9302KAMPALA
TEL: 0414 5634902**

Date: 3rd January 2020

MISS. NAFULA SARAH
P.O BOX 5042,
Busia
Dear Madam,

Re: PROMOTION:

I have the pleasure to inform you that due to your outstanding services to our company, you have been promoted to the position of Assistant Company Accountant with effect from 1st February, 2020.

To this effect, your salary has also been increased from Shs 900,000 (Nine hundred thousand shillings) to Shs 1,700,000/- (Shs One million and Seven hundred thousand monthly).

You will also be entitled to housing allowance, transport allowance and medical allowance from the company.

I wish you success in your new office and appointment.

Yours faithfully,

.....
Kalye Okawulire Robert
Managing Director.

A MEMO

A short message or record used for internal communication in a business. Memos are used within organization to report results, instruct employees, announce policies, disseminate information and delegate responsibilities. Whether sent on paper, as mails or as attachments to emails, memos provide a record of decisions made and actions taken.

They also can play a key role in management of many organizations because entrepreneurs use memo to inform and motivate employee.

Memos are used in offices, schools and various organizations across the world as a simple and uniform way of informing individuals on a statement.

Format of a memo

- Contains To, From, Date, Subject, Heading and message section
- Does not need to be signed but sometimes has the sender's name at the bottom to be friendlier or the sender's full name to be formal. In doubt follow your company style

How to write a memo

- 1) A "To" section containing the name of the receiver. For informal memos, the receiver's name is given e.g. **To: Andy** is enough. For more formal memos, use the receiver's full name. If the receiver is in another department, use the full name and department name. It is usually not necessary to use Mr., Mrs., Miss or Ms unless the memo is very formal
- 2) A "From" section containing the name of the sender. For informal memos the sender's other name e.g. **From: Bill** is enough. For more formal memos use the sender's full name. If the receiver is in another department, use the full name and the department name, it is usually not necessary to use Mr., Mrs., Miss or Ms unless the memo is very formal
- 3) A "Date" section. To avoid confusion between the British and America date systems, write the month as a word or an abbreviation e.g January or Jan
- 4) A subject heading. The purpose of the subject heading is to tell the reader, what the document is for and what it is about(topic)
- 5) The message. Unless the memo is a brief note, a well-organized memo message should contain the following sections
 - Situation- an introduction or the purpose of the memo
 - Problem (optional)
 - Solution
 - Action
 - politeness

Illustration of a memo

Quality chemicals Uganda limited
P.o Box 6666, Kampala Uganda
Tel: 0428666777
MEMO

TO: health and safety committee

From: chair person

Date: 5, august, 2013

Subject: room change for next meeting

The meeting on Saturday, 7 September has changed to room 101, we apologize for inconveniences made

Thank you

Nalwoga Raki

Example two

You are operating a super market in your home area. Write an internal memo Addressing your staff about safety of items in the super market

PAMELA AND SONS SUPERMARKET
P.O BOX 6676, JINJA (U), PLOT 1 KAMULI
TEL: +256752818204

MEMO

FROM.....

TO

DATE

SUBJECT: THEFTY OF ITEMS

This serves to print your attention that due to your reluctance, many customers are taking that advantage to steal the products especially sweets, pens e.t.c which fits in the pockets

Therefore try your level best to be kin / caring when handling each and every customer since it is your duty

Thank you

Batambuliza Doris

Assignment

You are the general manager of T and T juice packers; write a memo to your sales manager instructing him to adjust prices of a small sized bottle juice.

AGENDA

This refers to the list of items to be handled at the meeting, It acts as a guide to the meeting indicating which activities or business to be handled and sequence to be followed

Sources of items from agenda

- ✓ They can be drawn from previous meeting
- ✓ Uncompleted business
- ✓ From new suggestions from members
- ✓ New development in the company

NB. Modern agenda should be timed (each item should be given specific time)

Content of the document

Should have the following

- ✓ Heading indicating word
 - Agenda
 - Type of meeting
 - Organization
 - Venue
 - Time

Items should be numbered

You are the company secretary of the firm, draft the Agenda to be followed in the forth coming meeting

**DENO SUPERMARKET
P.O BOX 12, Kampala (U)
PLOT 120, LUMU STREET
TEL: +2563557202020**

Ref No. 45

Date: 24/08/2016

A staff meeting scheduled on 29/08/2016 at 3:30 pm in the Board room

AGENDA

No.	Activity	person in charge
1.	Opening prayer	Sales manager
2.	Reading and adoption of the agenda	Secretary
3.	Reading and confirming of last minutes	Secretary
4.	Communication from the chairman	Chairperson
5.	Communication from the director	Director
6.	Matters arising from 3 and 4	All members
7.	A.O.B	All members
8.	Closing prayer	Secretary

Prepared by: Katushabe Annet

Secretary

Date: 24/08/2016

MEETING MINUTES

These are records of what took place at the meeting. They are taken down by a minute secretary he or she would record them in a minute book and later transcribe them into final minutes

Minutes are important documents for presenting deliberations and resolutions made at a meeting; once they have been signed they become legal documents, which can be referred to by courts of law, auditors and other inspectors.

Example: write a minutes for meeting held with heads of department

MARRENE FRUIT PROCESSORS LIMITED

P.O BOX 7777, KAMPALA

TEL: 0412887799

Ref No. 345

Date 30th/05/2017

**MINUTES OF THE HEAD OF DEPARTMENTS MEETING HELD ON 21ST MAY 2016
FROM THE BOARD ROOM AT 2:00 PM**

Member presents:

- | | |
|---------------------------|--------------------------|
| 1. Mr.Kayongo Charles | M.D. / chairperson |
| 2. Mr. Luwaga Henry | HOD- finance |
| 3. Mr. Ssemogerere Hassan | HOD – production |
| 4. Mr. Kimuli Fred | Public Relations Officer |

Members absent with apology:

- | | |
|-------------------------|------------------|
| 1. Mr. Kimera George | HOD – marketing |
| 2. Ms. Nabukalu Deborah | HOD – purchasing |

AGENDA

1. Opening prayer
2. Communication from the chairman
3. Reviewing of the previous minutes of the meeting
4. Communication from the managing director
5. Matter arising or reaction from communication
6. AOB
7. Closing prayer

Min. 1.0 Opening prayer

Was led by Mr. Luwaga Henry

Min. 2.0 Communication from the chairperson

He welcomed members who had attended the meeting and passed on apologies to those who had not turned up

Min. 3.0 Reading of the agenda

Was read by the secretary, and all members adopted and passed it

Min. 4.0 Reviewing of the previous minutes of the meeting

They were read by the secretary, reviewed and approved by all members, passed as true records to be filed, signed by the chairperson

Min. 5.0 communication from the managing director

- 5.1 He informed members about the grant that the company received from UN, and told them that it was specifically for putting up a new production unit
- 5.2 He also asked members for their combined efforts so that they may utilize the funds well since the UN officials will have to audit and ask for accountability thereafter

- 5.3 He asked members to arrange another meeting specifically to draft a budget for the grant

Min. 6.0 **Matters arising**

- 6.1 Members thanked the M.D for his endeavour to source for the grant and they were very happy
- 6.2 The production manager however asked the members, if possible to allocate some of the funds to a new "extracting machine" as the existing one is wearing out and getting absolute
- 6.3 The M.D and all members accepted the request and promised to allocate some funds to a new machine

Min. 7.0 **A.O.B**

- 7.1 The financial Manager informed the members about his introduction ceremony which is due to take place in January and called upon their support
- 7.2 The M.D also informed members the good news of his wife Leila who had given birth to a baby girl and named her Leichidri
- 7.3 The date of the next meeting was discussed and agreed to be held on 29th/December/ 2016

Min. 8.0 **Closing prayer**

Was led by the company secretary and the meeting was adjourned

Minutes prepared by



Mr. Shamima Mark
Company secretary

NOTICE

Refers to written information from an organization / department to the general public or staff members informing them of the specific event or a warning, e.g. a notice may be a reminder to the customers for payment, intentions to sue Etc.

Example 1

You are the Human Resource Manager of Kwa-Kwa Bakery Limited. You have identified the need to recruit more workers to increase output at minimum costs.

Write a notice inviting all workers for a two days training workshop.

Content of a notice

- Title, Name of the business and address, Reference number, Date, To ,From, Re: (subject), Body, Cc, Frame

For example

KWA-KWA BAKERY LTD P. O BOX 1472, Namuwongo TEL: +256752818204		
N0. 222	<div style="border: 1px solid black; padding: 5px; text-align: center;">NOTICE</div>	Date: 02/02/2017
TO: ALL WORKERS		
RE: CALL FOR A TWO DAYS WORKSHOP		
<p>You are hereby requested to attend a two – days training work-shop that is scheduled on the 15th February 2015 starting at 8:00 am to 5:00 pm; venue will be the main hall</p> <p>The training is aimed at enhancing and improving our production skills and techniques. Certificates will be awarded at the end of the training</p> <p>Please endeavour to attend without fail</p> <p>FROM: HUMAN RESOURCE MANAGER</p> <p>Nabukalu Rachael</p> <p>C.C. General Manager</p> <p>C.C. managing Director</p>		

Trial questions

1. You are the owner of the poultry farm with chicken laying eggs and you want to improve on the quality of your poultry. Write /develop / prepare a notice to invite the staff members to attend a meeting on how to improve the quality
2. You are operating a restaurant in a congested area and you have acquired new and specious premises where you intend to locate a business in one week time. Write a notice informing the customers of your new premises.

Example 1

You own a grain milling factory in your locality

- a. Write a notice to prospective partners inviting them for a meeting

**KWAGALAKWE GRAIN MILLING FACTORY
P.O BOX 66, Mukono (u)
TEL: 0774666777**

Date: 6th / 12/2016

NOTICE

To: ALL PARTNERS

RE: INVITATION FOR AN URGENT MEETING SCHEDULED 19TH/12/2016

I am writing to invite you for the above meeting that will take place on Saturday 19th /12/2016 from the company Board room starting at 9:00 am

The main purpose of this meeting is to discuss issues concerning the general performance of the business and we shall follow the following agenda.

1. Opening prayer
2. Singing the anthems
3. Communication from the chairman, board of Directors
4. Communication from the chairman
5. Matters arising
6. Reactions to matters arising
7. Way forward
8. Closing prayer


Please attend in person and keep time

**MALUNDA PETER
MANAGER**

c.c chairman, Board of Directors
c.c. Minute secretary

Notice on Temporary Closure: Sometimes, the organization may close its operations temporary to allow some work take place. During this period services to their customers may be put to halt and therefore the need to inform them about the close and the day to resume operations.

A Notice to customers of KATWE Carpentry workshop about temporary closure:



KATWE CARPENTRY WORKSHOP
P.O BOX 255,
KAMPALA TEL:
0754676767

NOTICE

Dear Esteemed Customers,
Please you are informed that we shall close the workshop for temporary expansion work on **16th March 2020**. We shall continue serving you on **20th March 2020**. Any inconveniences caused are highly regretted.

MANAGEMENT

In case an employee of the firm may be dismissed and the public has to be informed not to deal with the terminated employee on behalf of the company/ firm / business.

NATEETE BAKERY LTD
P.O BOX 666, KAMPALA
TEL: 0414 666666

Date: 1st / 8 / 2020.

PUBLIC NOTICE

The management of Nateete Bakery limited wishes to inform the general public that **Miss Namatama Aisha** is no longer our employee and is not allowed to conduct business on the company behalf. Whoever deals with her does it at his / her own risk.

MANAGEMENT

STOCK TAKING NOTICE:

NALUBEGA ENTERPRISES
P.O BOX 752, KAMPALA
TEL: 0752 833909
"Importers and wholesalers of purified cooking oil"

STOCK TAKING:

Our Esteemed Customers,
You are hereby informed that we shall be closed for Stock Taking from **Wednesday 26th to 30th May, 2020**. We shall be open for business on **Tuesday 1st June, 2020**. Kindly plan for you purchases accordingly

MANAGEMENT

Question

You have been assigned by your managing director to carry out a survey to identify the cause for declining sales for the cosmetics products of your business. Write a report to present your findings

Report, these are used by entrepreneur to give conclusion and recommendations based on investigated facts and situations, e.g weekly report etc
A REPORT TO THE MANAGING DIRECTOR OF MUKWANO COSMETICS LIMITED

MUKWANO COSMETICS LIMITED
P.O BOX 23, MITYANA
TEL: 0782123456

REPORT

To the Managing Director
MUKWANO COSMETICS LIMITED
PO BOX 23, MITYANA

Dear Sir,

RE: **REPORT ON THE MARKET RESEARCH CARRIED OUT ABOUT MUKWANO COSMETICS LIMITED PRODUCTS**

Introduction. On 26th of September 2012, the managing director of Mukwano cosmetics limited instructed the sales manager to carry out market research to investigate the causes of declining sales in Mukwano Cosmetics Limited

Procedure / methods. The manager distributed questionnaires to customers in order to obtain market information.

Procedure. The sales manager also moved to the field and observed the way the sales persons and agents deal with the selling process.
He also had oral interviews with the middle men in the distribution channel and then customers

Findings. It was discovered that the distribution van used to stop only in the town neglecting the semi urban and rural areas, two of the sales persons had skin rashes which had even covered part of their eye. One had a face which was burnt by acid and the teeth were peeping and un attractive to look at by customers. The lotions were highly priced and temperatures were too high in some areas and would affect the products quality. The sales persons were not friendly to customers

Conclusion. The causes of declining sales in Mukwano Cosmetics Limited is as a results of inadequate product distribution, un attractive sales persons, poor relationship between sales persons and customers and high prices for some products

Recommendations. There is need for distributing products in all areas including rural areas, recruitment of more attractive sales persons with good facial appearance and good health, regulating the prices of various products and improving customer care by sale persons

Prepared by



Kabugumu Sincere
Sales manager

Date. 27th / 09/ 2012

CIRCULAR

Is a written communication to different individuals in different copies but having the same information

A copy is usual duplicated or photocopied in many copies to be given out to the concerned parties.

Example

You are a director of studies in vibrant / big secondary school in Jinja. Write a circular to the parent of S.5 and S.6 students to attend a parents teachers' meeting in a school

EARTHLY PARADISE HIGH SCHOOL
P.O BOX 3345, NAKIBALI (U)
PLOT 32-49 MBWAIWE RD
TEL +2567887766

CIRCULAR

Circular No. 445

Date: 7th / 02/ 2014

TO ALL PARENTS

SUBJECT: **PARENT – TEACHERS MEETING**

This is to inform our dear parents of S.5 and S.6 that we shall have a meeting scheduled to take place on 10th – Feb – 2014, venue will be the school main hall and starting at 9:30am mainly to discuss about the success strategy of your children.

Your presence will add value

Thank you

Yours in faithfully



**KABANDA EMMANUEL
DOS**

Assignment

You the general manager of a fast growing bakery. Write a circular to heads of departments calling them for an urgent meeting

POLICY GUIDELINES FOR COMMUNICATION

Example

You own a fast growing bakery firm in your locality

- a)** Formulate guidelines for recovering overdue debts
- b)** Write guidelines for handling difficult customers
- c)** Draft policy guidelines when bargaining with customers
- d)** Draft guidelines followed when presenting a product to customers

a) Guidelines for recovering overdue debts

KIWONVU BAKERY
PO BOX 3344, KATWE
Dealers in all quality bakery products like bans, doughnuts, cookies,
breads etc.
Email. Kiwonvubakery56@gmail.com

GUIDELINES FOR RECOVERING OVERDUE DEBTS

- One shall Begin by identifying all the debtors for a given period from the accounts books of the business and listing them according to their debt amounts.
- Grouping of all the debtors shall be done according to their credit periods and then assigning specific workers to each of them to help in collection of the debts.
- There shall be Sending of polite reminders to customers with overdue accounts or calling them on phone to remind them of their debts.
- Receiving /collecting of debts from different debtors shall be made through the workers assigned to do the collection.
- There shall be updating of the debtors records and then issuing statements of accounts to each of them.
- One shall send a more strongly worded last debt reminders to debt defaulters to pay their debts not later than the new deadline date stated.
- Taking legal action against debtors who still have failed to settle their debts after the new deadline date shall be made by employing courts of law to recover the debts

b) Guidelines for handling difficult customers

**KIWONVU BAKERY
PO BOX 3344, KATWE**

Dealers in all quality bakery products like bans, doughnuts, cookies, breads etc.

Email. Kiwonvubakery56@gmail.com

GUIDELINES FOR HANDLING DIFFICULT CUSTOMERS

- ✓ Difficult customers' objections shall be received or acknowledged and immediately evaluated to determine whether they are genuine or not and then proper action shall be taken to handle them.
- ✓ Difficult customers shall be given enough time to open up and give all the details about the complaints so as to reduce anger/tension and also enable better understanding of the complaints for better action.
- ✓ The difficult customers shall be referred to the customer care desk for better handling of their problems.
- ✓ Apology shall be made to the difficult customer by the worker responsible/ in charge either orally or in writing for inconvenience caused in case of a minor complaint or something wrong.
- ✓ Difficult customers shall be talked to and convinced in case of minor problems that the problems shall not occur again.
- ✓ Faulty or unwanted products offered to a customer shall be replaced with good ones or the difficult customer's money shall be refunded once he/she demands a refund.
- ✓ A difficult customer shall be given/offered discount or price reduction in case the previous purchase made had a problem.
- ✓ Difficult customers' complaints shall be immediately attended to as fast as possible.
- ✓ Security personnel/ guards shall immediately be called to help in handling difficult customers who become violent at the business premises.
- ✓ Follow up shall be made to difficult customers once/ after the problem raised has been handled to find out whether he/she is satisfied or not.
- ✓ Difficult customers whose complaints cannot be immediately solved shall be politely requested to come back later as the business buys time to find proper solutions to handle the complaints.
- ✓ Those difficult customers who are not easy to manage shall be restricted access / entry to the business premises to avoid the problems they cause.
- ✓ All workers shall avoid arguing with difficult customers who are angry/ quarrelsome/ complaining/displeased.

c) Policy guidelines when bargaining with customers

KIWONVU BAKERY
PO BOX 3344, KATWE
Dealers in all quality bakery products like bans, doughnuts, cookies, breads etc.
Email. Kiwonvubakery56@gmail.com

Guidelines when bargaining with customers

- ✓ There shall be good communication between a seller and customer like talking dearly, showing respect
- ✓ Dominating of customer shall be eliminated or controlled by allowing customers to also give their own views during the bargaining process
- ✓ Counter offers like price reduction shall be offered e.g. reducing the price of the product so as to induce them to purchase.
- ✓ Customers shall be convinced to buy the product.
- ✓ There shall Improving on the customer service, by having an effective customer service department to facilitate the bargaining with customers

d) Guidelines followed when presenting a product to customers

KIWONVU BAKERY
PO BOX 3344, KATWE
Dealers in all quality bakery products like bans, doughnuts, cookies, breads etc.
Email. Kiwonvubakery56@gmail.com

Guidelines followed when presenting a product.

- ✓ Sales representatives shall be smartly dressed so as to attract the potential customers
- ✓ Products shall be packaged in attractive packaging materials to attract the customers' interests.
- ✓ The business shall ensure customer's privacy, convenience and ability to use the products and others to plan how best to present the product.
- ✓ The sales representatives shall identify and analyze the needs of target customers by estimating their ages, income levels among others.
- ✓ The business shall bring out the outstanding features of the products being presented, benefits to the customers
- ✓ Relevant presentation aids shall be used like photographs, catalogue and charts to back up the product.
- ✓ The business shall show adequate knowledge about the product
- ✓ Customers shall be given chance to give their opinions and decisions regarding the product being presented
- ✓ Any doubt in the mind of the customers shall be handled tactfully
- ✓ Samples shall be provided to customer if available to the customers to taste and also offering guarantees to back up the product presentation.

How to present a product to a customer

APPROACH

Use;

By.....

Through;.....

- Ensuring that the sales persons are smartly dressed so as to attract the potential customers.
- Considering the customers privacy, convenience ability to use the product and others so as to plan how best to present the product.
- Identifying and analyzing the needs of the target customers like by estimating their ages, income levels and others in order to select the most appropriate way of presenting the product.
- Starting the presentation of the product by first giving the outstanding features of the product, benefits to the customers and advantages it has over the rivals ones.
- Giving samples of the product if available to the customers to taste and also offering guarantees to back up the product presentation.
- Using relevant presentation aid like photographs, catalogues and charts to back up the product presentation.
- Telling the truth at all times about during its presentation to the potential customers.
- Giving chance to the potential customer to give his opinion regarding the product being presented.

Guide lines for effective communication the business

NAME AND ADDRESS OF THE BUSINESS

GUIDELINES FOR ENHANCING EFFECTIVE COMMUNICATION IN THE BUSINESS.

- ✓ The business shall ensure completeness of the message to ensure it includes all the facts the receiver wants to know.
- ✓ The business shall ensure correctness of all messages sent as possible to deliver true intended meaning.
- ✓ The business shall ensure clarity of all messages communicated, there by using language and words the receiver is familiar with.
- ✓ The business shall ensure conciseness of all messages communicated, in that it is sent in fewest words possible.
- ✓ The business official making communication shall avoid hurting the receiver but address the issue under concern ie courteous or courtesy.
- ✓ The business official communicating messages shall consider the receivers feelings, cultural beliefs, age and others ie consideration.
- ✓ All business communication shall be made at the appropriate time , when the receiver is ready to receive it.(ie timing)
- ✓ All business communication shall be made using the appropriate media that is accessible to both the sender and the receiver.
- ✓ All business communications shall be made from the right environment that allows the receiver to get the full message.

GUIDELINES FOR CREATING A GOOD PERSONAL BRAND

- ✓ There shall be Determining who you are, this is done by having a reflection on person`s habits talents and nature of tasks performed by an individual to identify personal brand one must be able to ask what to do to make me different.
- ✓ One shall Determine what to do, this involves writing down one's greatest ideas of interest and this reflects the kind of work one wants to do in life
- ✓ One shall Position him/herself, by identifying the qualities that make the person different from others.
- ✓ There shall be Managing his/her own brand, i.e. by marketing it correctly/properly

BUSINESS LOGOS AND SLOGANS:

A business Logo is a distinctive name, symbol or trade mark of a company designed for easy recognition. Therefore different businesses have different logos to make their businesses unique from others and also attract customers to their products. See different logos below from different businesses.



SLOGANS:

A slogan is a phrase expressing the aims or nature of an enterprise, team or other group or motto of the business. It also means a catch word used in advertising or promotional activities. Examples are:

COMPANY	SLOGAN
1. MTN	<i>Everywhere you go</i>
2. Airtel Uganda	<i>We Can</i>
3. Mango Telecom	<i>It is all about U</i>
4. Nokia	<i>Connecting people</i>
6. National Television (NTV)	<i>Turning on your World</i>
7. Protector Condoms	<i>Protection you can Trust</i>
8. DS TV	<i>So Much More</i>

MANAGING RISKS IN BUSINESS

Risk management involves the various ways in which the business is able to prevent what may cause a potential loss. The ways include:

1. Employing experienced personal i.e. those that can predict a risky situation
2. Maintaining and upgrading technology so as to change with change in customer taste.
3. Extensive training of workers, more especially on risk causing factors this helps the enterprise to minimize risks.
4. Maintaining adequate security e.g. by employing security guards,
5. Installation of fire extinguishers,
6. Using strong pad locks, fences, strong doors etc.

7. Taking insurance policy to cover against various risks e.g. accidents, diseases, fire etc.
8. Acquiring emergency equipment e.g. standby generator
9. Putting switches in visible places etc.
10. Providing writing (warnings) to every corner of the enterprise e.g. along the walk ways, building

Question:

You are involved in a business that is dealing in producing and exporting of meat products and it has come to your notice that there is increasing losses in the business:

(a) Develop security guidelines to be observed by all workers in your enterprise.

(b) Develop safety guidelines to be followed by drivers of the enterprise vehicles.

NB: When providing guidelines, one should maintain, or use simple tense or use the word shall.

**KAMYA POULTRY FIRM
P.O. Box 78 KAMPALA
SECURITY GUIDELINES**

1. All workers shall be trained on how to use fire extinguishers.
2. Every visitor shall be thoroughly checked at the entry by the company security personnel.
3. All workers shall arrive at 8.00 a.m. and departure is at 5 p.m. every day.
4. No worker shall be allowed to carry his or her bag beyond rest room etc.
5. All workers' activities shall be assigned by the supervisor and every worker is to report to his/her supervisor.
6. Workers shall be trained and retrained on security guidelines such as use of protective gears.
7. All workers shall wear business uniform that have their names and work title.

**KAMYA POULTRY FIRM
P.O. Box 78 KAMPALA
SAFETY GUIDELINES FOR DRIVERS**

1. No company driver shall be allowed to drive company car under the influence of alcohol.
2. No driver shall be allowed to use a company car unless authorized by the person in charge of transport.
3. No driver shall be allowed to drive over the recommended speed limits.
4. Every driver shall be encouraged to use the seat belts whenever he/she is driving.
5. Before the company van is on the road, it shall first be serviced.
6. All company vehicles shall always be inspected from time to time to ensure that they are in good condition.
7. Every driver shall observe the road signs and instruction, whenever he/she is driving.

**KAMYA POULTRY FIRM
P.O. Box 622 KAMPALA
SAFETY GUIDELINES FOR BUSINESS FUNDS**

- ✓ One shall ensure proper documentation of all cash received and paid out.
- ✓ Banking daily cash received from sales and from other sources shall be made daily or regularly.
- ✓ One shall keep the remaining cash at the business premises safely locked up in the money safes and also locking the doors to the cash safe rooms.
- ✓ Authorised business workers like the accountants shall receive cash receipts and record all cash received in the cash receipts and other relevant books.
- ✓ One shall ensure that all cash expenditures are requested for through the heads of department and then approved by an authorized business official.

- ✓ There shall be prohibiting of any cash drawings from the business but if allowed then restricting the amount and charging interest on the amount withdrawn.
- ✓ Timely collection of debts shall be ensured within one month or as soon as they are incurred so as to avoid losing money due to bad debts.
- ✓ One shall buy business items from a nearby reliable and cheap supplier in order to minimize high expenditure due to high transport costs.
- ✓ Obtaining the bank statement of the business on a daily basis on working days shall be done to ensure that the accountants reconcile these statements with the cash book of the business.
- ✓ There shall be employing of certified auditors to check the accounts records for error and fraud.

PROGRAMME FOR MINIMISING BUSINESS RISK

HOT QUALITY ENTERPRISE (U) LTD

P.O BOX 334, KATWE

TEL: 0721-00-00-00

PROGRAMME FOR MINIMIZING BUSINESS RISKS

DATE	ACTIVITY	PERSON IN CHARGE	REMARKS
16/03/17	Assessing the risk	JOHN Kaweesa	
18/03/17	Establishing the potential loss involved in choosing a particular alternative	JOHN Kaweesa	
20/03/17	Determining goals and objectives in relation to the company	JOHN Kaweesa	
22/03/17	Clarifying the alternative that is survey various alternatives	PAUL kakeeto	
24/03/17	Gathering information and weighing the various alternatives	PAUL kakeeto	
26/03/17	Selecting the best alternative	PAUL kakeeto	
30/03/17	Minimizing the risk	PAUL	

Prepare by

date

TITLE

NB. A frame is a must

Activity should be in present continuous tense (ing)

BUSINESS PLANNING PREPARATION AND POLICY DOCUMENTS

A business plan is written document that summaries the operational and financial objectives of a business and contains the detailed plans and budget showing how the objectives are to be realized

Steps involved in preparing a business plan

- ✓ Selecting a business opportunity or type of business to engage in. this involves scanning the environment to generate many business ideas to choose from.

- ✓ Conducting market survey for the selected type of business. This involves checking whether the entrepreneur's chosen business idea can be developed into a profitable business in terms of fulfilling the market needs.
- ✓ Collecting all the relevant data concerning the different aspects of business and establish the costs of different items like machinery and equipment, raw materials, transport etc.
- ✓ Drafting the business plan to be discussed with experienced people. This business plan enables the entrepreneur to know how the business will be organized, establish the amount of money needed to start and run the business before starting it.
- ✓ Discussing the drafted business plan with technical / knowledgeable or experienced people in similar business.
- ✓ Making a final business planning after having discussion with knowledgeable people.
- ✓ Finalizing the business planning process by preparing an action plan for implementation of the planned activities

ELEMENTS / COMPONENTS OF A BUSINESS PLAN

- ✓ **Executive summary**
- ✓ **1.** General description of the business
- ✓ **2.** Statement of mission, goals and objectives
- ✓ **3.** The marketing plan
- ✓ **4.** The production plan
- ✓ **5.** The Organizational plan/ administrative/ management plan
- ✓ **6.** The financial plan
- ✓ **7.** The action plan

EXECUTIVE SUMMARY

This is an over view which summaries the key points of the business plan.

Example

You have mobilized savings and establish business making gift bags. Develop its executive summary.

TRACY GIFT BAG BUSINESS ENTERPRISE

P.O BOX 1010, KYENGERA

TEL: 0413676767

THE EXECUTIVE SUMMARY OF TRACY GIFT BAG BUSINESS ENTERPRISE

- ✓ **Back ground of the business.** It started 2 years back as a small business but is growing steadily. It is located in Kasubi trading center opposite shell Petro station and it is owned as a sole proprietorship business.
- ✓ **Objectives of the business.** It is aiming at maximizing profits at 50% of sales every year.
- ✓ **Products it offers.** It offers gift bags and paper bags
- ✓ **Overview of the market of the products.** The market of the business products is expanding steadily.
- ✓ **Competitive advantages.** The business makes high quality gift bags which are cheaply charged compared to other business competitors.
- ✓ **Projected growth.** It is planning to open up other branches as a strategy to expand the market share.
- ✓ **Key members of the business.** They include Tracy Namutebi assisted by her sister.
- ✓ **Funding requirements of the business.** The following requirements needed to be financed.

Fixed capital requirement

Land	3,000,000
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Furniture	1,000,000
-----------	-----------

Startup expenses

Market survey expenses	500,000
------------------------	---------

Obtaining trading license	200,000
---------------------------	---------

Working capital requirements

Administrative expenses	400,000
-------------------------	---------

Raw material costs	3,000,000
--------------------	-----------

Total	9,100,000
-------	-----------

Prepared by

BUSINESS PROFILE

Example

You are the general manager of Zam Zam hardware.

Draft a profile of the business

ZAMZAM HARD WARE
P.O BOX 910 KYENGERA
TEL: 0704911227

BUSINESS PROFILE

- i. Name of the business.** The business name is ZAMZAM hardware located in Kyengera trading center opposite shell station
- ii. It deals in all construction materials and equipments like cement, iron sheets etc.**
- iii. Back ground of the business.** It has been in existence for the last 10 years. It started as a small business but it is growing steadily.
- iv. Marketing strategies.** It markets its products through issuing business cards, fliers and brochures to customers. It also offers its products at a reduced price compared to other business competitors.
- v. Mode of ownership.** It is a sole proprietorship business owned by Sempala Mark assisted by his wife and other family members.
- vi. Business vision.** To be the most reliable and preferred Hardware providing the best Hardware products in Uganda through offering high quality products / services and at affordable rates"
- vii. Business mission.** "To distributed the best hardware products at affordable prices".

Assignment

In your senior six vocation you have mobilized small savings and set up a business making gift bags

- a)** Present its profile
- b)** Present an organizational chart for the business
- c)** Present its production plan.

Example

You have mobilized savings and set up a small bakery prepare

- i. General description
- ii. Business mission and vision statement

KJS BAKERY
PO BOX 2223, KAMPALA
TEL: 0752818204

General description of the business

- ✓ **Business name.** KJS BAKERY
- ✓ **Address and contact.** P.O box 2223, Kampala Tel: 0752818204
- ✓ **Business location.** It is located along Entebbe Road, Gangu village, Busabala parish, Makindye Sabagabo Sub parish, Wakiso District
- ✓ **Vision ;** To be the leading producer and supplier of quality bakery products in Uganda through offering quality product at affordable rates.
- ✓ **Mission statement;** To produce and distribute quality bakery products at affordable prices to meet customers' needs to the country
- ✓ **Objectives of the business**
 - To expand the market share after 2 months of operation
 - To improve on the distribution channel within one year of operation
- ✓ **Goods offered.** It offers bakery products like breads, bans, cookies, daddies, cakes among others
- ✓ **Customers served by the business.** These are mainly supermarkets, restaurants, wholesalers, small scale retailers, schools and households across the country.
- ✓ **What makes the business unique?** It offers high quality products at a price which is pocket friendly. In addition to that there is good customer care given by workers.

SWOT ANALYSIS

Strength of the business

- ✓ Skilled workers
- ✓ Strong market base
- ✓ Quality , durable and long lasting products
- ✓ Strong financial base

Weaknesses

- ✓ Limited skilled labour e.g. machine operators
- ✓ Poor customers services

Opportunities

- ✓ Introduction of low cost products
- ✓ Increasing number of population in the area

Threats

- ✓ Stiff competition i.e. growing number of bakeries like Kiddawalime, M products bakery etc
- ✓ Increasing growing bargaining power of customers
- ✓ Entry of low cost bakery companies

Vision statement

KJS BAKERY (U) LIMITED
P.O BOX 2223, KAMPALA
Email: kjsbakery@yahoo.com
Tel: 0756990077
Vision statement

"To be the leading producer and supplier of quality bakery products in Uganda through offering quality product at affordable rates"

Mission statement

Mission statement, this is a brief statement that indicates the purpose of the business.
Mission statement for KJS mineral water bottling company

KJS BAKERY (U) LIMITED
P.O BOX 2223, KAMPALA
Email: kjsbakery@yahoo.com
Tel: 0756990077
Mission statement

"To produce and distribute quality bakery products at affordable prices to meet customers' needs to the country"

Goals. A goal is something (target) that one intends to achieve in a given period of time using a given amount of resources. They are achieved within a year and above

KJS BAKERY (U) LIMITED
P.O BOX 2223, KAMPALA
Email: kjsbakery@yahoo.com
Tel: 0756990077
Goals statement

- ✓ To control 60% of the market share in five years
- ✓ To increase sales by 30% in two years
- ✓ To realize an increase in profit of 20% within two years of operation.
- ✓ To open another branch in six years

Objectives statement. Objectives are specific targets that must be achieved in a specific period of time. They happen within a year

KJS BAKERY (U) LIMITED
P.O BOX 2223, KAMPALA
Email: kjsbakeryl@yahoo.com
Tel: 0756990077
OBJECTIVES STATEMENT

- To increase output levels by 20% in six months
- To increase sales by 10% in six months
- To expand the market share after 2 months of operation
- To improve on the distribution channel within one year of operation
- To reduce cost of production by 5% in nine months

Marketing plan

This is an analysis of the possible position and opportunities of a business being planned in the present market situation

Example. You are the general manager of one of the fast growing bakeries. Prepare

- i. **A marketing plan**
- ii. **Production plan**
- iii. **Organizational plan**

KJS BAKERY (U) LIMITED
P.O BOX 2223, KAMPALA
Email: kjsbakery@yahoo.com
Tel: 0756990077

MARKETING PLAN

Target customers: the main customers are super markets, restaurants, wholesalers, small scale retailers, schools and households across the country

Product offered: Products dealt in are breads, bans, cookies, doughnuts, daddies etc.

Position of business competitors : The direct competitors of KJS Bakery are M products, Kiddawalime, Denovo bakery. Their strength lies in having large capital base and their weakness are poor products distribution and high price.

Expected sales: The business aims at selling products not less than 200,000,000 shillings by the end of every accounting period of the year.

Pricing of products. The retail prices for the different products of KJS bakery compared to those of the competitors are as follows

Product	Our price (shs)	Competitors price (shs)	Difference (shs)
Breads (family)	4,500	5,000	500
Doughnuts	3,500	4,500	1,000
Daddies	2,000	3,000	1,000
Cakes	5,000	4,500	500

Distribution strategy: Products are directly sold to customers from the business premises using motor vehicles to reach most customers directly and through intermediate where they are readily available especially wholesalers and retailers.

Promotion and advertising strategy: The business products are promoted and advertised through selling high quality bakery products, and advertising on television for example NTV.

Projected marketing expenses: The business sales for the shop and snacks shs 200,000,000, expenses shs 40,000,000, expenses for adverts, sign post, business cards, commission on sales men shs 80,000,000

Pricing strategies. Products are priced basing on competitors price and demand.

Terms and conditions for selling products. The bakery products are usually sold on cash basis to avoid bad debts. However those who buy in large quantities have credit worthy i.e. supermarkets and some wholesalers are given credit facilities with a cash discount of 5% on payment.

Production plan.

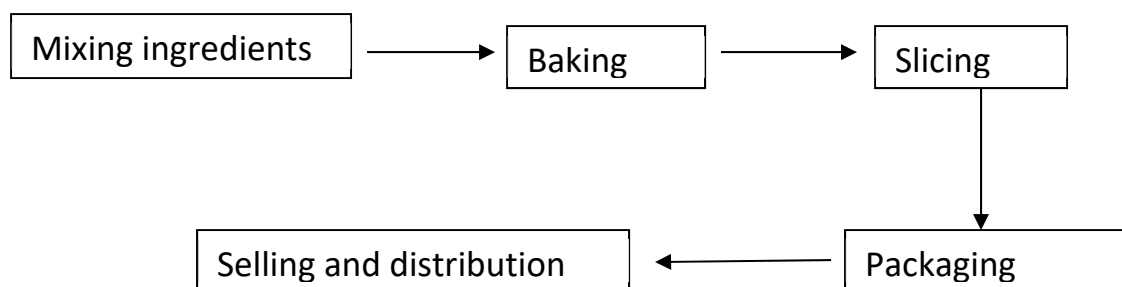
It is an analysis of the projected need for producing (manufacturing) the proposed goods or services (product).

KJS Bakery
Tel: **P.O BOX 2223, KAMPALA**
Email: kjsbakery@yahoo.com
Tel: **0756990077**

PRODUCTION PLAN

- i. **Business premises and location.** The business is located in Gangu Wakiso district near the tax park. The site is accessible and it is near the taxi park therefore there is a ready market. The premises are rented at a cost of shs 1,000,000 per year with dimensions 120 meters length by 70 meters width
- ii. **Products offered:** Products dealt in are breads, bans, cookies, doughnuts, daddies etc.
- iii. **Manufacturing process and flow and layout.** KJS Bakery produces high quality breads and doughnuts nuts. Basing on projected demand it produces 5000 small breads of 200 shillings, medium breads of shs 500, 1500 breads of 500g each of shs 1800 and 1000 breads of 1 kg of shs 3600.

The process flow is as below



- iv. **Choice of machinery and equipment.** The business uses both power driven and hand driven machines and they are purchased from local suppliers of Katwe trading centre and others are imported from UK and UAE.

Summary costs for machinery and equipment

No.	Details of Description	Unit cost (shs)	Total (shs)
1	Generator	1,000,000	1,000,000
2	Micro wave	5,000,000	5,000,000
3	Slicing machine	500,000	500,000
4	Baking machine	2,500,000	2,500,000
	Total cost		9,000,000

- v. **Raw materials and consumables.** The main raw materials include wheat, salt, sugar, yeast, fats and water. These are estimated at shs 72,600,000 for the first month of operation and are purchased from Kikubo shopping centre at reduced prices

Type of raw materials	quality	Unit cost (shs)	Total (shs)
Wheat	10,000 kg	4,000	40,000,000
Salt	5,000kg	800	4,000,000
Sugar	8,000kg	3,000	24,000,000
Yeast	3,000kg	1,200	3,600,000
Fats	1,000kg	1,000	1,000,000
Total			72,600,000

- vi. Production standards and quality objectives to be maintained during production process, the business follows its limit of deviation from set standards and the prescribed quality standards of Uganda National Bureau of Standards to as to minimize deviations from the required production and quality standards.
- vii. **Labour requirements.** The bakery employs 2 technicians with bachelor degree of food science and technology, 2 technical assistances with Diploma in pastry and bakery and 4 casual workers with A level certificate

Position /post	No.	Wages /salaries (shs)	Total amount (shs)
Technicians	2	500,000	1,000,000
Assistant technicians	2	300,000	600,000
casual	4	100,000	400,000
Total labour cost			2,000,000

- viii. **Power and utilities.** The bakery uses electricity, diesel for a stand by generator and water for deigning purpose. Electricity charge per month is estimated at shs 600,000. Diesel at shs 350,000 and water at shs 200,000 per month.
- ix. **Transport requirement.** The factory hires a vehicle to move the raw materials from source of supply and finished products to the market. The monthly transport cost on raw material is estimated at shs 600,000 and finished goods at shs 120,000
- x. **Purchasing and re-order level plans.** The factory buys raw materials in bulk so as to obtain discounts arising from bulk purchases and reduce transportation costs. The re – order level for wheat flour is 1500kg, salt 1200kg, sugar 1300kg, yeast 100kg, fats 50g
- xi. **Waste disposal.** The bakery has waste products like burnt breads. These are sold to piggery farmers to feed their pigs
- xii. **Production control requirement.** The business uses two tanks for storing water, office equipment like office chairs for seating on by workers and relaxation, tables, computers for storing data and lockers for storing written information.
- xiii. **Packaging.** The products are packaged in polythene bags and boxes

Packaging material cost (per month)

Type of material required	Quantity	Unit cost (shs)	Total amount (shs)
Boxes	10,000	100	1,000,000
Polythene bags	250,000	30	750,000
Total			1,750,000

ORGANISATIONAL PLAN / ADMINISTRATION PLAN

KJS BAKERY (U) LIMITED
P.O BOX 2223, KAMPALA
Email: kjsbakeryl@yahoo.com
Tel: 0756990077

ORGANIZATIONAL PLAN / ADMINISTRATIVE PLAN

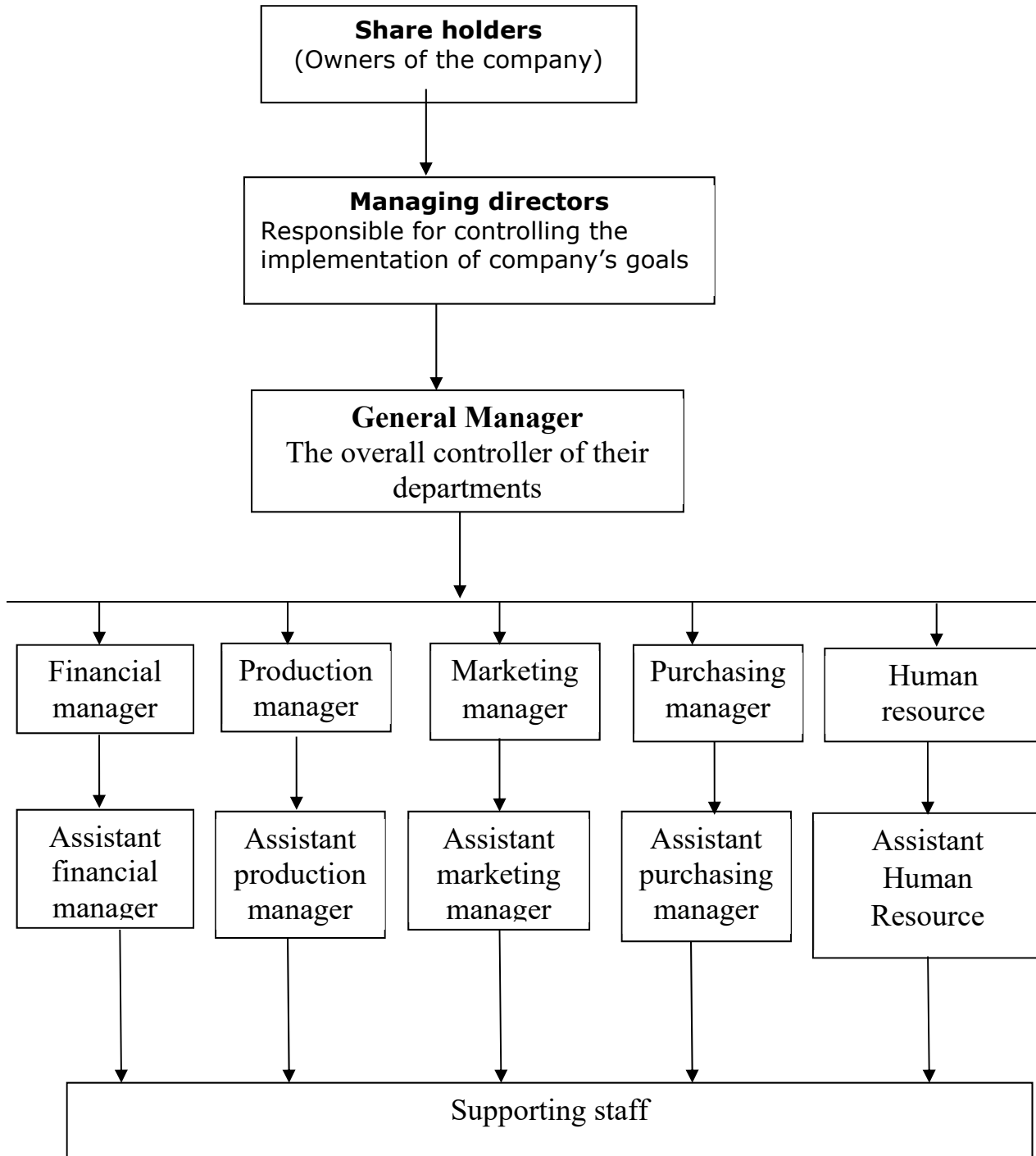
- i. **Nature of workers employed.** It employees both skilled and semi-skilled workers .Five (5) workers are employed in the packing section, five (5) workers are employed in the labeling section and ten (10) workers are employed in packaging section, six (6) are employed in the dispatch section. These are semi-skilled. Each section is headed by a departmental manager who supervises all the workers under his / her chain of command and these are skilled ones.
- ii. **Workers qualification, Skilled and knowledge.** The five directors of the company are holders of degrees in business administration while the departmental managers are holders of bachelor's degrees in their respective fields. Their assistants are diploma holders while the casual workers are just semi-skilled with O level certificates.
- iii. **Tasks, duties and responsibilities of workers.** The general manager oversees the work of other departmental managers. The Human resource manager is in charge of inspection of production for quality, the marketing manager is in charge of recruiting, training and development of workers. The causal worker package, carry the products to the store or truck for selling and distribution.
- iv. **Worker's remuneration / pay and other benefits.** Payments are made on every 30th day of each current month of work through individual bank accounts of workers. Each category of workers is paid differently as illustrated.

s/No	Position	Number of workers	Salary (shs)	Amount (shs)
1.	Directors	5	1,200,000	6,000,000
2.	General managers	1	900,000	900,000
3.	Departmental managers	4	700,000	2,800,000
4.	Assistant heads	4	500,000	2,000,000
5.	Casual workers	21	200,000	4,200,000
	Total	35		15,900,000

In addition to salary, all workers are entitled to free breakfast, lunch and medical care. The general manager gets all the above as well as free accommodation and airtime.

v. Hierarchy of authority.

An organizational chart for the business



Assignment

You own a small restaurant in one of the city suburbs.

- a) Develop its general description
- b) Prepare its
 - (i) Production plan
 - (ii) Marketing plan
 - (iii) Organizational plan

FINANCIAL PLAN

This covers the financial requirements of the proposed business.

FINANCIAL NEEDS OF A POTENTIAL BUSINESS

The success of every business depends on proper identification of business needs. Like human beings have needs such as food security is the same case with business. The business needs include;

INVESTMENT NEEDS

These are need that an entrepreneur invests in order to get a return. These needs are either capital investment need or working capital needs. Capital investment needs include

- Acquisition of land
- Site preparation
- Buildings
- Machinery and equipment
- Installation of fixtures and fittings
- Furniture
- Provision for inflation

WORKING CAPITAL NEEDS

This refers items needed to facilitate day to day activities of the business. These include;

- Purchase of raw materials
- Payments of labour
- Payment of utilities(water, power, telephone)
- Transport costs
- Packaging materials
- Payment of tax
- Machinery repairs
- Stationery and postage
- Payment of Interest on loans

PRE OPERATING NEEDS

These are business needs that the entrepreneur meets before commencement of business. They include;

- Business registration
- Trading license
- Market research
- Installation expenses
- Advertising
- Administrative costs
- Legal fees
- Supervision expenses
- Initial rent

BUSINESS BUDGET

A budget is a detailed statement which shows the estimated business revenue and estimated expenditure of the business for a given financial year. In finance, a financial plan is very critical in examining the financial implication of the business expenditures.

Importance of financial plan

Objectives of budgeting in business

1. To raise revenue for the business
2. To maintain competitive advantage of the business
3. To control expenditure of the business
4. To maintain quality of products in the business
5. To ensure effective utilization of the procured funds
6. To achieve efficiency in the business

An illustration of a financial plan

Example one

You own a juice processing company and you have obtained funds worth 4,000,000 from Stanbic Bank. Prepare a financial plan.

STAR JUICE PARKERS
PO BOX 3342, KAMPALA UGANDA
TEL: +2564317889900

FINANCIAL PLAN

Requirements	Unit cost (shs)	Amount (shs)
i. Fixed capital requirements		
– Purchase of land	1,000,000	
– Construction of building	200,000	
– Purchase of business vehicle	500,000	
– Purchase of tools and equipment	200,000	
– Purchase of computers	100,000	
– Purchase of furniture	80,000	2,080,000
Total fixed capital requirements		
ii. Startup expenses		
– Registering the business	20,000	
– Trading license expenses	30,000	
– Recruiting employees	20,000	
– Carrying out market research survey	10,000	
– Promotional expenses	10,000	
– Installation of utilities	30,000	120,000
Total startup expenses		
iii. Working capital requirements	400,000	
– Payment of labour	500,000	
– Raw material costs	50,000	
– Advertisement expenses	40,000	
– Transport expenses		1,800,000
Total working capital requirements		4,000,000

Total financial requirements		
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iv. Financing of the business

Source of funds	Amount (shs)	Cost implication % interest
Loan from Stanbic Bank	4,000,000	400,000
Total	4,000,000	400,000

- v. Expected sales: Star juice packers expect sales revenue of shs 5,000,000 in one year's time.
- vi. Profitability of the business. Star juice packers expect a rate of return on investment of shs 1,000,000 at the end of the first year.
- vii. Break even sale of the business. Star juice packers expects a break even sales of 5,000 bottles of juice at shs 100 each bottle.

Prepared by

Approved by



Sign.....

Kato Sam
ENTREPRENEUR

Name.....

Title

N.B

- Fixed capital requirements should consume more amount than others

Types of budgets

1. Fixed capital budget

TOOTO DECORATORS

P o 170 mbale

Fixed capital budget

Fixed capital requirements	shs
Acquisition	100,000
Purchase of machines tools	100,000
Construction of business premises	400,000
Purchase of furniture	500,000
Truck	200,000
Total	1,300,000

Pre operating budget

METHA HONEY MILLERS

P o box 120 mbale

Pre-operating budget

Requirements	shs
Business requisition	1,000,000
Trading license	1,000,000
Market research	1,000,000
Installations expenses	3,000,000
Advertising	1,000,000
Administrative costs	2,000,000

Initial rent	1,000,000
Total	10,000,000

Working capital budget

METHAT MEAT PROCESSOR

P. o.box120 mbale

Working capital budget

Requirement	shs
Purchase of materials	1000,000
Payment of labour	1000,000
Payment of utilities water power telephone	1000,000
Transport costs	1000,000
Packaging materials	1000,000
Payment of tax	1000,000
Total	6000,000

An estimate of the startup expenses for the business should include;

BUSINESS NAME & ADDRESS- ESTIMATE OF STARTUP EXPENSES

DETAILS	AMOUNT (shs)
Market research / survey costs	x x
Recruitment costs	x x
Installation costs for utilities	x x
Registration fees	x x
Trading license	x x
Pre-testing/production trial costs	x x
(Top)administration costs	x x
Advertising costs/ promotional costs	x x
Total	x x x

OTHER BUDGETS

Marketing budget

Production budget

Organizational budget

ACTION PLAN / IMPLEMENTATION PLAN

This is a layout of the sequenced steps towards achieving a business goal. It helps in implementing the business plan.

An action plan is very important business component because it will guide an entrepreneur on the different activities to be undertaken, one after another and the duration that each activity will take, sometimes plus the responsible parties or personnel to pioneer each activity.

Example one

You have obtained enough funds from Stanbic Bank (loan) to run a plastic manufacturing business. You are required to prepare / draft a one year action plan for your firm.

No	Activity	Time frame
01	Carrying out market research / market survey	January
02	loan/ trade credit application	February
03	selection of business site and other formalities	March
04	acquiring work premises / construction	
05	ordering for fixed assets	April
06	selection of the required personnel	May
07	installation of machinery and equipment	June
08	application / acquiring of utilities	July
09	acquisition of raw materials	August
10	carrying out production trial	September
11	carrying out market assessment	October
12	training and development	November
13	publicity and inauguration / launching	December
	mass production	December

Example two

Your bakery has taken off and would like to establish a new branch. Prepare an Action plan for implementing the planned business activities.

Name of the business and address

Activity	Time frame (2016)	Persons responsible	Resources needed	Indicators of success
	4 th -10 th oct	Tonny Juma	– Money – This column must be filled in stationery	Availability of money
Preliminary market survey				
Mobilizing financial resources				
Acquisition of land				
Construction of building				

Acquisition of machines, tools and equipment				
Installation of machinery, tools and equipment				
Installation of utilities ie water and electricity				
Recruiting of staff				
Registration of the business				
Purchase of raw materials e.g wheat flour				
Production trial				
Carrying out publicity				
Starting commercial production				
Official opening / launching				

Action plan or implementation plan

NB.

- ✓ **Activities should be presented in present continuous tense**
- ✓ **Chronological order should be observed when presenting the work**

MANAGING PERSONNEL/ HUMAN RESOURCE MANAGEMENT

CODE OF CONDUCT FOR EMPLOYEES

BUWOMA ENTERPRISES
P.O BOX 333, KAMPALA
TEL: 0798-22-33-44

CODE OF CONDUCT FOR STAFF MEMBERS TO PROMOTE DISCIPLINE

- ✓ The dressing shall be descent for both male and female employees
- ✓ Drunkard-ness shall not be tolerated
- ✓ There shall be no trade union activities in the business
- ✓ Resignation from services shall be communicated three months in advance
- ✓ Unbecoming behaviors in interpersonal relations like fighting use of abusive language etc shall not be tolerated
- ✓ There shall be no missing of work without permission from authority
- ✓ Repeated offense shall lead to dismissal
- ✓ The arrival time shall be 7:30 am and the departure time shall be 5:30 Pm

STRATEGIES FOR RETENTION OF EMPLOYEE SHOULD INCLUDE;

- ✓ Title, name & address + statement
- ✓ Offering prompt and reasonable salaries.
- ✓ Recognizing workers for exemplary work done /awarding / appreciating exemplary work.
- ✓ Offering fringe benefits such as medical allowance, transport.
- ✓ Training workers.
- ✓ Promoting good interpersonal relations.
- ✓ Having a clear promotion criteria/ promoting workers on merit.
- ✓ Proper management of discipline.
- ✓ Involving workers in decision making.
- ✓ Using performance appraisal.
- ✓ Ensuring good working environment/conditions e.g favourable /convenient hours of work good sanitation.
- ✓ Handling workers' grievances fairly.
- ✓ Showing concern for workers' problems.
- ✓ Promotion of teamwork
- ✓ Worker optimization
- ✓ Bonus payment for extra work done
- ✓ Involving workers in profit sharing schemes.
- ✓ Clear job description /duty allocation to avoid conflicts

PROCEDURES FOR DISCIPLINING EMPLOYEES

- ✓ Title i.e BUSINESS NAME AND ADDRESS PROCEDURES FOR DISCIPLINING EMPLOYEES

- ✓ Documenting/documentation of the indiscipline /offense
- ✓ Undertaking preliminary action by the immediate supervisor/ talking to the indisciplined employee.
- ✓ Writing/giving /issuing a warning letter to the employee if he/she does not change.
- ✓ Forwarding the indisciplined employee to the disciplinary committee.
- ✓ Meeting the indisciplined worker and giving him/her fair hearing to defend himself/herself.
- ✓ Recommending and taking disciplinary action against the indisciplined worker depending on the seriousness of the offence e.g suspending the worker for a specified period, demotion of the worker, making a pay cut on the worker's payment, terminating/dismissing the worker etc.

NB: The procedures should be in chronological order

PROCEDURES FOR HANDLING IN DISCIPLINED STAFF.

- ✓ Documenting the details of the indiscipline.
- ✓ Verbal discussions and counseling by the immediate supervisor.
- ✓ Giving written warnings about indiscipline by the immediate supervisor.
- ✓ Failure to reform, meet the disciplinary committee to enable the employee defend himself or herself.
- ✓ Suspension for a prescribed period e.g one month.
- ✓ Failure to reform –demotion with reduction in salary and benefits.
- ✓ Termination of the employee / dismissal.

NB. Use present continuous tense or should or action verbs.

The candidate must present the procedure in a chronological order

POLICY FOR REMUNERATION STRUCTURE OF EMPLOYEES

BUSINESS NAME AND ADDRESS

- ✓ Highly educated workers shall be paid highly compared to less educated employees i.e graduates shall be paid a higher salary compared to diploma and certificate holder.
- ✓ Salary payment shall be made according to number of hours /days worked. the payment per hour /day shall be (shs) 230,000 and shall be adjusted according to the prevailing economic conditions.
- ✓ The salaries paid shall be slightly higher (e.g 5% higher than those paid by rival firms/ competitors).
- ✓ Salaries shall be paid according to the amount of work done e.g number of fish ponds
- ✓ Workers' salaries shall be increased whenever the demand and prices for business products increase.
- ✓ Highly skilled workers that are not easily substituted shall be paid highly than the unskilled workers.
- ✓ More experienced workers shall be paid highly compared to less experienced workers.

- ✓ Workers' salaries shall be increased 10% every year.
- ✓ All workers shall be entitled to fringe benefits such as accommodation, medical allowance and lunch.
- ✓ The salary paid shall be in line with government wage/salary structure.
- ✓ Risky/more complex tasks shall attract higher pay compared to tasks that are not more complex.
- ✓ Workers employed on contract basis shall earn a higher pay compared to those on permanent basis.
- ✓ All work that is contracted shall be for two years, only renewable upon satisfactory performance.
- ✓ Bonus payment.

Payroll. This is a record used by financial controllers when paying business employees (workers) their respective salaries for every month.

Example

You are the chief cashier of KULIKA AND SONS. Prepare a payroll used when paying business employees.

PAYROLL FOR THE MONTH OF SEPTEMBER 2012 FOR KULIKA AND SONS

KULIKA AND SONS LIMITED
P.O BOX 30 MUKONO
TEL: 0777272727

WORKERS PAYROLL FOR SEPTEMBER 2012

Employees Name	Employee number	Basic Pay	Allowances		Gross Pay	Deductions		Net pay
			housing	Transport		Taxes	Advance	
Katungulu	001	400,000	40,000	30,000	470,000	60,000	-	410,000
Bugulu	002	500,000	60,000	40,000	600,000	30,000	40,000	530,000
Matu Tom	003	360,000	30,000	20,000	410,000	40,000	-	370,000
Buuso	004	280,000	20,000	10,000	310,000	30,000	60,000	220,000
Namunswa	005	170,000	-	-	170,000	-	70,000	100,000
Total								

Prepared by Approved by Date: 28/09/2012

Musota Snake

Cashier

Busangwa Position

General Manager

NB. Gross pay = Basic pay + Allowances

Net pay = Gross Pay – deductions = Net pay.

Assignment:

You are involved in the production of juice products. Prepare workers payroll for the month that has just started.

Prepare employee record card

MATYAMA SECRETARIAL BUREAU
P.O BOX 200, BUGIRI
TEL: 0776-66-00-23

EMPLOYEE RECORD CARD

Name: Sex:
Address: Date of birth:
Position: Department:
Marital status: Date of appointment:
Salary: NSSF No:
Qualification: University / institution
Number of days absent: Reason:

Design a pay slip for workers

MATYAMA SECRETARIAL BUREAU
P.O BOX 200, BUGIRI
TEL: 0776-66-00-23

EMPLOYEE PAY SLIP

Name :
Title :
Department :
Account number:
Month : Year :

Basic pay	Allowance		Gross pay	Deduction		Net pay
	Transport	Housing		NSSF	PAYE	
(shs)	(shs)	(shs)	(shs)	(shs)	(shs)	(shs)

Prepared by
.....
James Kato
Finance officer

CERTIFICATE OF APPRECIATION

You are the general manager of Buyinza Bakery. Write an appreciation certificate to one of the employees for good performance.

Certificate of appreciation to one of the committed and most hard working employee of Buyinza bakery.

**BIYINZA BAKERY
P.O BOX 12, KAMPALA
TEL: 0788889977**

This is to certify that

KIBUYAGA EVELYN

Has been awarded in appreciation of his distinguished services rendered to the success of the above Company as a

CASHIER

From the year 2012 to date

Blessed are those who work hard for they will get what to eat



**BUGERE DAVID
MANAGING DIRECTOR**

.....
**BUGULU BONES
FINANCIAL MANAGER**

You own a medium sized bakery project. Design a caller's book for business use.

**MATENDO BAKERY
PO BOX 555, KAMPALA
TEL: 0821-21-21-21**

CALLER'S BOOK

Serial No.

Date	Visitor's name	Address	Tel. No	Reason	Arrival time	Departure time	sign

Signed by
Receptionist

MATYAMA SECRETARIAL BUREAU
P.O BOX 200, BUGIRI
TEL: 0776-66-00-23

PETTY CASH VOUCHER

Date	
No.	2239

To: Account:

Particulars	Amount (shs)
Total	

Amount in words:

Prepared by: Authorized by: Received by:

Signature: Signature Signature

Name: Name: Name:

Title: Title: Title:

Date: Date: Date:

MATYAMA SECRETARIAL BUREAU
P.O BOX 200, BUGIRI
TEL: 0776-66-00-23

PAYMENT VOUCHER

Date	
No.	2239

To: Account:

Department:

Particulars	Amount (shs)
Total	

Amount in words:

Prepared by:

Signature:

Name:

Title:

Date:

Authorized by:

Signature

Name:

Title:

Date:

Received by:

Signature

Name:

Title:

Date:

AN INTERVIEW SCHEDULE

Is refers to a document designed / prepared by the business showing the place, time and the type of interviewee to appear a group of people (interviewer) to test their understanding of their aspects related to their job of application

Example

Using the project above, design an interview schedule

CLASSIC MAIZE MILLERS
P.O BOX 111, BUGEMBE JINJA (U)
PLOT 33-22 NAWENDA RD
TEL: +256789000000
EMAIL: classicmaizemiller@yahoo.com

AN INTERVIEW SCHEDULE

Date and time	Interview Panel number	List of names of the panel members	Type of candidate	Venue

Designed by

Signed by

Tittle

PROGRAMME FOR INTERVIEW GUIDE

As the head of entrepreneurship department in your school, you have been requested by the senior staff to prepare a programme to be followed when conducting interviews for the new school Matron and chief cook

BWANIKA HIGH SCHOOL P.O BOX 3344, Kampala (U) TEL: 0782345678 / 0793121212			
PROGRAMME FOR CONDUCTING INTERVIEW FOR THE RECRUITMENT OF THE NEW MATRON AND CHIEF COOK TO BE HELD IN THE SCHOOL ADMINISTRATION OFFICES			
DATE/ TIME	ACTIVITY	INCHARGE	REMARKS
17/02/2011	Holding a recruitment and receiving of candidate's application forms	Board	
27/02/2011	Screening candidate's application forms and other corresponding documents	Secretary	
28/02/2011	Selecting the interview date, format and designing questions for interviews	Board	
01/03/2011	Selecting an interview panel to conduct the interview process	Board	
01/03/2011	Selecting venues and dates for interviews and allocating panel lists and candidates for the interview	Board	
02/03/2011	Inviting or communicating to the successful candidates for the interview	Secretary	
09/03/2011	Conducting the interviews and screening to get the best candidates	Panel group	
15/03/2011	Organizing the induction programme and communicating to the successful candidates for induction programme	Panel group	
Prepared by			
Date			

RECRUITMENT PROGRAMME

One month recruitment programme for vacant position in quality feeders manufacturers

Date	Activity	Person in charge
	Identifying the vacant post	HODS
	Advertising the identified posts	HRM
	Receiving applications	SECRETARY
	Cross checking applications against job specification	HRM
	Short listing	HRM
	Inviting applicants for interviews	HRM
	Conducting interviews	HRM AND HOD
	Analyzing interview results	HRM AND GM
	Contacting referees	HRM
	Selecting suitable candidates	HRM
	Appointing the successful candidates	HRM, GM
	Induction training to the newly recruited employees	HRM , GM

An example of share certificate

GOGOLO DISTILLERS LIMITED	
P.O BOX 3444, Kampala UGANDA	
No	SHARE CERTIFICATE DATE.....
This is to certify that;	
Name	
Address	
Is a registered holder of (No. of shares) ordinary shares ofshillings each, fully paid in the above named company, subject to the memorandum and articles of association thereof	
DATE	
TRANSFER No.	
No OF SHARES	
For and on behalf of Gogolo distillers limited	
.....
Chairman	company seal

Write a job advertisement for the post of production manager

**MUWEMBA JUICE PROCESSING FACTORY
PO BOX 333
KISORO**

JOB ADVERT

The business deals in the production and selling of various favours in juice. The business is located in Kisoro district, Kisoro town opposite Petrol station.

Job title: production manager

Job reference: No PM/AD 15

Job summary

The purpose of this position is to ensure production of quality juice and monitoring of production activities.

Job duties / responsibilities

- To ensure production of quality juice
- To monitor production activities

Terms of payment

This is a permanent job as well as a full time job

Academic qualification

The applicant should have a bachelor's Degree in Business Administration

Work experience

The applicant should have a least 2 years working experience

Age limit

Between 28 and 35 years

Special skills

The applicant should have excellent reporting and communication skills

The applicant should be able to work as a team.

Remuneration / payment

A net pay of shs 500,000 per month

Procedure of application

Applicants should submit their written applications attached with their academic documents to the Human Resource Manager on the above address and should quote the job reference number.

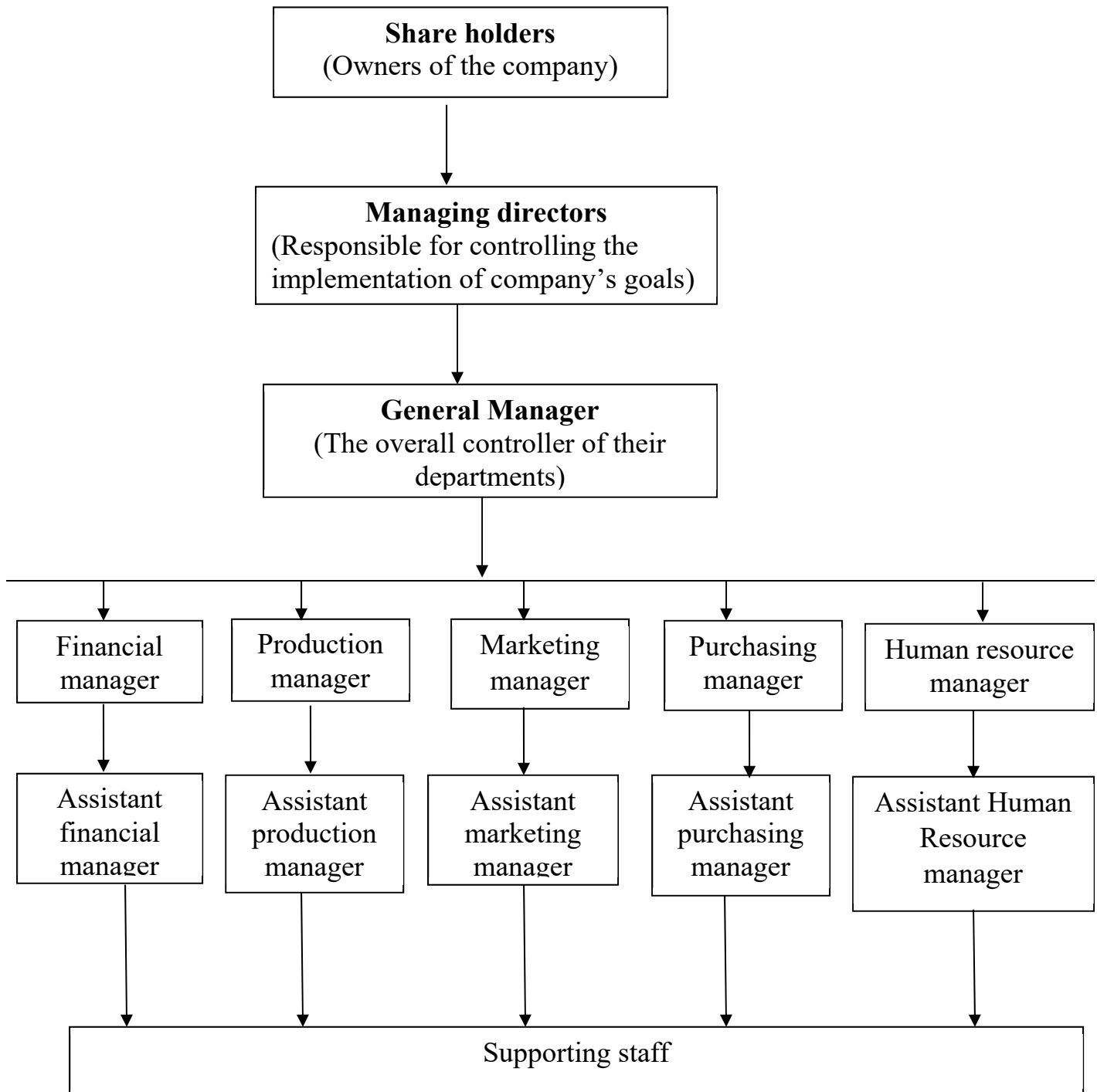
Duty station

At the business headquarters in Kisoro district

Deadline of submission

Not later than 10 October 2016 before 5:00pm

ORGANISATIONAL CHART



JOB DESCRIPTION

This is a broad statement of the purpose, scope, duties and responsibilities of a particular job to be done. Job description should be written or prepared under the following sun headings

1. Title of the job
2. Location of the job / department
3. Duties and responsibilities of the job
4. Supervision
5. Job relationships to the job
6. Working conditions
7. Office equipment
8. Salary structure / scale
9. Terms of employment

Reporting to the General Manager

You are general manager of one of the leading restaurants in a city suburb and you are planning to recruit a sales manager prepare a job description.

STEP BY STEP RESTAURANT AND TAKE AWAY

P.O BOX 041, TEL 0777777777

Dealers in all types of foods like local dishes, meat, chicken and soft drinks
We are looking for a hardworking, dynamic and self-motivated person to join our working team

JOB DESCRIPTION

JOB TITTLE: Sales Manager

DUTIES AND RESPONSIBILITIES

- Identifying suitable advertising media
- Selecting appropriate way of increasing sales
- Motivating the sales team
- Receiving customer orders

Reporting to: Human Resource Manager

Working conditions: Normal working conditions

Relationship with other jobs: to ensure all departments perform to the required standards.

Prepared by



OFWONO MESSE
GENERAL MANAGER

JOB SPECIFICATION

It refers to a detailed statement of the physical and mental activities involved in doing the job. It defines the desired human requirements needed for a given job e.g knowledge, experience, skills, physical requirements like health etc

KAJONJOH ENTREPRISES LTD
P.O BOX 2121 MUKONO
TEL: 0414-332 442

Dealers in all Household items like utensils, consumables and confectioneries

Job specification for an accountant

Qualification

- A first class degree in commerce or any Business related degree course from a reputable institution
- ACCA or CPA (Uganda) at least two stages is an added advantage
- Remuneration: Negotiable but attractive

Experience: A minimum of 3 years working in recognized institution / firm

Other competencies and skills

- Good communication and interpersonal skills
- Computer literate, with knowledge of MS- office, Pastel, Tally or Quick books
- Self-motivated and minimum supervision
- Preferably a female

Health status: should be normal without and chronic diseases

Marital status: should be married

Age: between 25-45 years

Mode of application

- A hand written application with a C.V and all the relevant documents
- Two referees plus their current addresses
- Should send an application to the above address, not later than 2 weeks from the date of this advertisement
- *Only* short listed applicants will be contacted

Prepared by



Kimuli Freddie
Human resource manager

PERFORMANCE APPRAISAL

This refers to the continuous process of assessing and providing employees' feedback about how well or how poorly they are doing their work for the organization.

Rating scale. This method consists of a list of personal characteristics of factors against each of which is a scale up to 5 points for the manager to base his assessment of workers e.g better performance are given excellent and worst performance are given poor

An example of performance appraisal

BYONNA TWALA ENTERPRISE
P.O BOX 3333, Kampala, UGANDA
TEL: 0725556677

DATE.....

PERFORMANCE APPRAISAL FORM

Name of the employee:

Job title; Accountant

Evaluation period: 1 Month

Method: Rating Scale Method

KEY ASPECTS

Details	Excellent	Good	Fair	Average	Poor	Points
Quality of work	✓					100
Beating deadline		✓				70
punctuality				✓		50
smartness	✓					100
Social interaction			✓			50
Team player					✓	10
Total						380

Weight of comments

Excellent – 100, Good – 70, Fair - 50, Average – 40, Poor – 10

Comment: quite good employee and deserves a certificate of merit

Recommendation: more improvement should be made on punctuality in order to enable the organization achieve its goals and objectives

Prepared by

Approved by.....

Draft a one week induction programme for new employees

KATWE GENERAL MERCHANDISE LIMITED
P.O BOX 334, KAWEMPE
TEL: 0756334455

One week induction programme for employees

DATE USE FUTURE DATES	ACTIVITY	PERSONS RESPONSIBLE	REMARKS
Should be filled in	Arrival and registration of new workers / submission of personnel documents	Use names	Should be left blank
	Singing national anthems and saying opening prayer		
	Giving welcome remarks		
	Briefing new employees about business vision, mission, goals and objectives		
	Giving new workers general information		
	Taking new workers around the business premises / touring		
	Issuing and signing terms and conditions		
	New employees meeting different managers and heads of departments		
	Explaining business policies and standards ie safety and health awareness, capacity building and development		
	Handing over offices, tools, equipment, keys, files to new workers		
	Closing remarks		

Drafted by:



MULUNGI ANNIE

Approved By


Signature

Name

HUMAN RESOURCE MANAGER Title

NB. Activities should be presented in present continuous tense

A training programme for new employees should bring out the following

Date	Activity	Persons responsible	Remarks
3/4/17	Observing / identifying organizational objectives	Malunda peter	
6/4/17	Identifying training needs	Malunda peter	
9/4/17	Selecting the trainees	Malunda peter	
10/4/17	Selecting the trainers	Tracy K	
11/4/17	Selecting training methods	Kato C	
18/4/17	Administering the training	Tom Ellyn	
20/4/17	Evaluating the training	Tracy C	
Designed by Signature  Name : Malunda peter Title : HRM manager		Approved by	

Formulate policy guidelines for motivation business employees.

KMP STATIONERYS

P.O BOX 446, MANAFWA

TEL: 0724-33-66-00

GUIDELINES FOR MOTIVATING EMPLOYEES

- All workers shall be treated with genuine respect at all times
- Employees shall be paid their salaries timely
- Employees shall be supervised kindly
- The business shall be provided with our job training
- The business shall put in place good working conditions
- The business shall provide job security to the employees
- Employees' contributions shall be recognized and appreciated
- Employees shall be assured of promotions based on merit and good performance
- There shall be transparent and open management in the business
- Employees shall be allowed to participant in decision making
- Employees shall be given fringe benefits
- Employees discipline shall be properly and fairly managed
- Employees shall be provided with appropriate counseling whenever necessary
- Get together parties shall be thrown to employees

Language used

- Shall
- Shall be
- Is / are
- Must with a condition
-

Job advert for the post of financial manager

KWA-KWA BAKERY LTD
P.O BOX 1472, Namuwongo
[TEL:+256752818204](tel:+256752818204)

Job opportunity for financial manager

Kwa-Kwa bakery is a new firm located in Namuwongo, it deals in a wide range of bakery products, and the firm wishes to recruit a financial manager

JOB DESCRIPTION

The financial manager will be responsible for the maintenance of all general accounting functions, ensuring financial and administrative activities

TASKS AND RESPONSIBILITIES

- Preparing and managing for bank withdrawal
- Maintaining records for bank accounts and carrying out bank reconciliation
- Assisting assistant financial officer in preparing of monthly financial reports

QUALIFICATION AND EXPERIENCE

- The candidate should hold a degree in accounting and finance fields from a recognised institution
- Must be a computer literate atleast should be knowing Microsoft office and excel
- Must be fluent in English and other two local languages , Luganda is an added advantage
- Should have a strong training, writing and verbal skills
- Ability to work under pressure, independently and with limited supervision

MODE OF APPLICATION

A hand written application with a C.V and other documents with three referees and 2 passport photos should be hand delivered to

The Director, KWA-KWA Bakery Limited, P.o Box 1472, Namuwongo

Tel: 0752818204

Not later than two weeks from the date of this advertisement

Only shortlisted applicants will be contacted

HUMAN RESOURCE MANAGER

JOB APPLICATION FORM

This is filled by the applicant applying for a job in a given business enterprise

Example

You have been appointed as a human resource manager in a fast growing fruit juice processing company which plans to recruit more workers.

Design a job application form for your business

Application form should bring the following

TRACY JUICE PROCESSING BUSINESS

PO BOX 7777

KISORO

JOB APPLICATION FORM

Fill in the triplicate and submit it to the Human Resource using the above address;

- 1 a) Post applied for
b) Post or job reference number

Personal details

- 2 i) Name:
(ii) Date of birth
(iii) Home address
(iv) Sex: Male ☐ Female ☐ tick accordingly
(v) Martial status: (please tick respective status)
Married ☐ single ☐ widow / widower ☐
(vi) Parents / guardians name

1. Schools attempted

Name of school	Year		Qualifications	Grade
	From	To		

2. Responsibilities held at school

Name of school	Year		Responsibilities
	From	To	

3. Hobbies :

4. Employment record:

Name of the business	Year		Post
	From	To	

5. When would you be available for appointment if selected:

6. Have you ever convicted of a criminal offence? Yes ☐ No ☐
If so give details including sentence imposed:

7. Referees

i. NameSignatureContact

ii. Name SignatureContact

8. I Hereby declare to the best of my knowledge and believe that the particulars given in this application form are true and complete in all aspects.

Signature Date

FOR OFFICIAL USE ONLY

Comments about the suitability of the candidate for the post applied

For

Official stamp

Signature

Name

Title

Guidelines for ensuring safety and security of employees at the work place

NAME AND ADDRESS OF THE BUSINESS.

GUIDELINES FOR ENSURING SAFETY AND SECURITY OF EMPLOYEES

- ✓ All workers shall wear, project/ business uniforms at all times while at the work place.
- ✓ All visitors and staff shall register at the gate and all people / both visitors and employees shall be searched while entering and leaving the premises.
- ✓ First aid kits and trained staff shall be provided to cater for workers in case of accidents.
- ✓ All workers shall be entitled to medical services/care in case of any sickness free of charge.
- ✓ All workers shall use protective gear such as gloves while at the workplace.
- ✓ Armed well trained security guards shall be employed.
- ✓ Fire extinguishers shall be installed.
- ✓ Smoking, drug abuse and taking alcohol shall be prohibited.
- ✓ Unauthorized persons shall not be allowed in the project premises.
- ✓ Safety instructions /labels shall be installed in strategic places (where all people can be able to access).
- ✓ Unauthorized persons shall not be allowed in the project premises.
- ✓ All workers shall be trained on how to handle/operate fire extinguishers.
- ✓ No visitors or staff shall be allowed in the premises before 7:00am and beyond 6:00 pm.
- ✓ CTV cameras shall be installed in strategic places.
- ✓ Security lights shall be installed in all corners / strategic places.
- ✓ A security committee shall be instituted.
- ✓ All visitors shall be given identification tags.
- ✓ All workers shall be insured.
- ✓ All workers shall be sensitized to be security conscious.
- ✓ Proper disposal units/grounds for waste products shall be put in place.

- ✓ Construction of a wall fence / perimeter fence.
- A title is a must
Must use "shall" or present simple tense.

VISTORS' BOOK
SUN JUICE PROCESSING FACTORY
P.O BOX 122, KABALE
TEL: 0788-00-00-00

AT THE ENTRANCE

VISITORS' BOOK								
Date	Visitor's name	Address	Occupation	reason	Vehicle no	Time in	Time out	sign

Labour turn over

Refers to the ratio of the number of employees that leave a company through attrition, dismissal or resignation during a period to the number of employees on payroll during the same period

Or refers to the number of employees moving in and out of the business

Causes of the high labour turnover in Uganda

- ✓ Inadequate wages leading to workers moving to competitors
- ✓ Sexual harassment of workers by bosses
- ✓ Low levels of motivation/poor morale
- ✓ Promotion prospects in other businesses
- ✓ Recruiting and selecting of wrong employees
- ✓ Delayed payment of workers' salaries
- ✓ Communication gaps which leads to poor relationship between employees and employers
- ✓ Disrespect of employees by bosses
- ✓ Transfers caused by marriage
- ✓ Excessive work load to workers

Costs of labour turn over

- ✓ it leads to additional recruitment costs
- ✓ Low productivity
- ✓ Increased costs of training and replacement of workers
- ✓ It lowers business's performance
- ✓ Loss of know-how and customer good will
- ✓ Potential loss of sales due to high turnover in the scale force
- ✓ Damage the morale and productivity to those workers remain in the enterprise
- ✓ Hiring costs

- ✓ Higher accident rates
- ✓ Underutilization of production facilities
- ✓ High rate of scrap and waste
- ✓ Over time pay is increased
- ✓ It lowers reputation of the enterprise which may make the business to lose its potential customers

Benefits of labour turn over

- ✓ New employees bring new skills, ideas, enthusiasm and contacts with them
- ✓ New employees are resistant to changes in most cases
- ✓ New employees are willing to accept lower pay rates
- ✓ New employees are excited about their new jobs and work harder to please management and clients
- ✓ Employee turnover allows for flexibility in the way the organisation is to run
- ✓ It allows management the opportunity to restructure departments and functions

Strategies to minimize employee turn over

- ✓ **Engaging employees.** This involves engaging, retaining and optimizing the value of employees to motivate them to stay in the organisation
- ✓ **Increasing knowledge accessibility.** The extent of the organization's collaborativeness and its capacity for making knowledge and ideas widely available to employees to stay in the organisation. Sharing information should be made at all levels of management
- ✓ **Optimizing workforce.** This can be done through establishing essential processes for getting work done, providing good working conditions establishing accountability and many good hiring choices would retain employees in their organisation
- ✓ **Empowering of employees.** Superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more satisfied with their leader and consider them to be fair and in turn to perform up to the superior's expectations
- ✓ **Ensuring job involvement.** This involves an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his / her job. Workers who have greater variety of tasks tend to stay in the job
- ✓ **Employee training and development.** Staff training and development refers to the process programs and activities through which or organisation develops, enhances and improves the skills, competencies and overall performance of its employees and workers

METHOD OF CALCULATING LABOUR TURNOVER

Separation method. This method takes into account those workers who have left during a particular period. Its formula is

$$\frac{\text{number of separation}}{\text{average number of workers during the period}} \times 100$$

Replacement method. This method takes into account only those workers who have joined in place of those who have left. The formula

$$\frac{\text{number of replacement}}{\text{average number of workers during the period}} \times 100$$

Flux method. This shows the total change in the composition of labour force due to separations and replacement of workers. Its formula is

$$\frac{\text{number of replacement} + \text{number of separation (left)}}{\text{average number of workers during the period}} \times 100$$

Additional method. Under this method, number of employees added during a particular period is taken into consideration for computing the labor turnover. The method of computing is as follows.

$$\frac{\text{number of additions}}{\text{average number of workers during the period}} \times 100$$

During October 2007, the following information is obtained from the personnel department of a manufacturing company

Labour force at the beginning of the month 1,900 and at the end of the month 2100. During the month, 25 people left while 40 persons were discharged. 280 workers were engaged out of which only 30 were appointed in the vacancy created by the number of workers separated and the rest on account of expansion scheme. Calculate the labour turnover by different methods.

Solution

Additional method

$$\frac{\text{number of additions}}{\text{average number of workers during the period}} \times 100$$

$$\text{Average number of workers} = \frac{1900 + 2100}{2} = 2,000$$

$$\frac{280}{2,000} \times 100 = 14\%$$

Separation method

$$\frac{\text{number of separation}}{\text{average number of workers during the period}} \times 100$$

$$\frac{20+45}{2,000} \times 100 = 3.25\%$$

Replacement method

$$\frac{\text{number of replacement}}{\text{average number of workers during the period}} \times 100$$

$$\frac{30}{2,000} \times 100 = 1.5\%$$

Example two.

From the following information, calculate labour turn over using the following methods

- i. Separation method
- ii. Replacement method
- iii. Flux method

Number of workers at the beginning 800

Number of workers at the end 1,700

During the year, 12 workers left and 89 workers were discharged. The company recruited 1,000 workers and of these 70 were to fill the vacancies of those leaving, while the rest were engaged for an expansion scheme

$$\text{Average number of workers} = \frac{800+1,700}{2} = 1,250$$

Separation method

$$\frac{\text{number of separation}}{\text{average number of workers during the period}} \times 100$$

$$\frac{12+89}{1,250} \times 100 = 8.08\%$$

Replacement method

$$\frac{\text{number of replacement}}{\text{average number of workers during the period}} \times 100$$

$$\frac{70}{1,260} \times 100 = 5.56\%$$

To be continued