



CHEMONICS INTERNATIONAL INC.

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Task No. 7337.1.12

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## **Abstract**

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The Microenterprise Initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, and empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner (JP). The *US Subcontractor* is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local *JP* who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

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## **Executive Summary**

The objective of this work is to:

- develop mini training modules on communication skills, networking and conflict management for a combined maximum duration of three hours to compliment the selected core business skills training curriculum and;
- to develop a self-assessment tool for entrepreneurs to gauge their level of comprehension on key topics.

The outcomes of this consultancy are a total of three workcards along with a self-assessment tool were also developed and are attached. The three workcards developed are on: Conflict Management, Enhancing your Communication Style and Networking Skills. The self-assessment tool was developed in order to provide clients with an instrument which would allow them to clearly determine in which areas additional training would be useful. These tools act as additions to the Core Business Skills Training Course, making the curriculum more relevant and better adapted to the local context and needs of WAEDAT clients.

The main activities conducted for this consultancy are summarized as follows:

- Identified the key learning points and outcomes and develop curricula for:
  - Conflict Management;
  - Communication/Selling Skills; and
  - Networking
- Identified and managed the translation, layout and production of the new materials.

Before being finalized and translated into Arabic, these mini-modules and the self-assessment tool were reviewed by the WAEDAT Core Business Skills Training Course Trainers.

It may be noted that the self-assessment tool has gone on to also be used by WAEDAT trainers and advisors.

## Enhancing Your Communication Style

Effective communication is essential to success in business. In any communication, there are at least two parties involved. They each have their own wants, needs, attitudes, and backgrounds.

Beyond actual spoken words, there are other factors involved in communication. Body language (posture, facial expressions, appearance, hand motions) provides non-verbal cues that can enhance or distract from good communication. Also, the physical context can affect communication (e.g., noise and other physical distractions). Listening attentively and keeping an open mind while giving appropriate feedback is as important as what we say. Lastly, attitudes and socio-cultural differences such as age, gender, ethnicity, and cultural background can affect our ability to communicate successfully.

### \*\*\*\*\* ACTIVITY \*\*\*\*\*

1. Individually, identify three people you know who are good business communicators. As a group, describe what makes them effective at communicating with customers, suppliers and/or co-workers.
2. As a group, determine what words or phrases you would use to describe a person who has excellent listening skills.
3. Take turns choosing an item from the following list. Without telling your group members, express the emotion non-verbally (non-speaking) and ask them to identify the item you chose. (angry, afraid, anxious, frustrated, bored, skeptical, jealous, nervous, happy, enthusiastic)
  - a) If a person says one thing but their body language says another, which are you more likely to believe? Why do you think this is so?
  - b) How can non-verbal cues affect communications with our customers?
  - c) What steps can be taken to emphasize positive non-verbal messages?
4. Sabah is a business plan consultant who is getting ready to meet a new client. They've spoken briefly by phone, but have not yet met. In your group, give

Sabah advice on the following aspects of the meeting to help her ensure a successful outcome.

- a) location of the meeting, including room setup
- b) her appearance
- c) her greeting
- d) her non-verbal messages (facial expressions, hand gestures)
- e) other preparation

Also, list at least three things Sabah should do after the meeting to follow up.

5. Wafa recently decided to start her own craft production business. She knows that she makes beautiful items that people will buy, but when she tries to talk to customers, she feels shy and doesn't know what to say. People have told her they have trouble hearing her soft voice, and she has a tendency to look down when she's talking. In your group, list five things Wafa can do to improve her ability to interact with customers.
6. Individually, assess your own communication style according to the chart below:

Type of Communication	People tell me I'm good at this	I do okay, but could use some improvement	I really need to work more on this area
Talking one-on-one or in small groups			
Listening to others			
Negotiating with others			
Expressing your opinion			
Asking for clarification or more information			
Giving a presentation			
Writing a letter or email			
Writing an article or document			

In your group, discuss your list and get suggestions from each other on what steps you can take to address those areas where you feel you need improvement.

## Communication Styles

### **Background for the facilitator:**

Effective communication is essential to success in business. Conversations, interviews, phone calls, meetings, and public speeches are just some of the ways in which we communicate verbally with our customers, suppliers and co-workers. Written communication can be in the form of letters, memos, emails, reports, proposals, contracts, notices, advertisements, brochures, and flyers. In some instances, as when giving a presentation, for example, more than one form of communication is involved.

In any communication, there are at least two parties involved. They each have their own wants, needs, attitudes, and backgrounds. Recognizing this fact can help overcome barriers to communication that can prevent one from conveying or receiving the right message.

Beyond actual spoken words, there are other factors involved in communication. Body language (posture, facial expressions, appearance, hand motions) provides non-verbal cues that can enhance or distract from good communication. Sometimes we unintentionally send a message via body language that is in opposition to our words. Also, the physical context can affect communication (e.g., noise and other physical distractions). Lastly, attitudes and socio-cultural differences such as age, gender, ethnicity, and cultural background can affect our ability to communicate successfully.

Listening is an important communication skill. Studies show that people at work spend as much as 40 percent of their time listening to others. Listening attentively and keeping an open mind while giving appropriate feedback is as important as what we say.

Each of us has our own unique style. Some are shy, others are more outgoing. Some speak softly, others are loud. Being aware of the factors that are involved in effective interpersonal relationships can help us enhance our communications in the business arena to achieve greater success.

### **Workcard outcomes:**

At the end of this workcard learners will be able to:

- Understand the factors involved in effective communication
- Recognize the importance of listening in communication
- Understand how non-verbal messages can affect our communication with others
- Delineate ways to improve personal communication styles.

### **Workcard answers:**

1. Answers will vary. Perhaps they have the following characteristics: good listening skills; good sense of humor; can help people relax and feel

comfortable; avoid speaking loudly, softly, or too fast; have a good vocabulary and are able to speak knowledgeably and concisely about a subject; dress well; stay in touch and follow up on commitments; adapt their communication style to others.

2. An effective listener learns to: stop talking, remove distractions from the surroundings (close the door or window, turn off radio or tv, etc.) keeps an open mind, listens for main points, listens “between the lines” – on what is spoken and unspoken, judges ideas not appearances, takes notes, waits until the speaker is finished before presenting an argument, and provides feedback through verbal and non-verbal cues (asking relevant questions, nodding head).
3. Answers will vary. (a) people tend to take in non-verbal messages first, especially if the body language conflicts with what someone is saying. Usually, we assume that a person may not be aware of their own body language and thus the non-verbal message is how they “really feel.” (b) customers get a first impression of us and our products by how we dress, how we arrange our offices or stores, and how we approach them. For example, are we dressed in a professional manner. Do we smile and keep our body language open and welcoming? Or do we stand too close and perhaps appear threatening or pushy? (c) while there may be cultural differences, generally being aware of our own body language and how we are being perceived is an important first step. We can also be watchful of the expressions, tone of voice, and body language of others to gauge their reactions to us.
4. (a) location and room setup – she may choose a neutral setting, such as a meeting room or even a quiet restaurant. Key aspects of location are that is quiet and free from distractions and has a professional ambience (so meeting at home or in a messy office or noisy place would not be preferable).
  - b. appearance – dress professionally without distracting jewelry or accessories. Unusual hair styles or clothing also may be distracting.
  - c. greeting – welcoming and professional and culturally appropriate (may vary depending on age, gender, and relative status of the client)
  - d. non-verbal – Sabah might want to consider examining her behavior for such things as eye contact, nervous hand gestures, a tapping foot, excessive blinking, adjusting hair or clothing, and so on.
  - e. Other preparation – would include: finding out in advance more about the client’s communication preferences and styles, preparing for the content of the meeting, having business cards and other relevant materials on hand.

Follow up actions might include: sending a letter or email to confirm the main points and agreements made during the meeting; calling the client to check whether they have any other thoughts to add; start a file to track communications

and other actions related to the client; add the client's name and contact to a larger list of clients with whom Sabah keeps in regular communication.

5. Things Wafa might do could include:
  - a. Start a conversation with the customer on something not related to the product (the weather, current events) to ease into the "selling" mode.
  - b. Practice talking about the product to family and friends
  - c. Observe customer-seller interactions in other stores to learn techniques used by others
  - d. Write a short script where she imagines possible questions and how she might answer them
  - e. Keep note cards available that list product features on them
  - f. Confer with friends, family, and other professionals on tips and techniques
  - g. Attend a training session
  - h. Join a business association and learn from other similar businesses
  
6. Individual answers will vary. Suggestions for improving might include some of the items noted in answers to Question 1 - 5.

## Networking Skills

Networking is an essential part of doing business. Networking is a process of developing, building, and cultivating relationships that can help create advantages for a business. Yet many entrepreneurs don't take the time or effort to capitalize on its potential benefits. For example, in sales, networking is a necessary skill for finding new customers and making a variety of contacts. Networking can also lead to new business opportunities, better suppliers and access to more cost effective service providers. Entrepreneurs can identify who is in their network and look for opportunities to develop those contacts in order to benefit their business.

\*\*\*\*\* **ACTIVITY** \*\*\*\*\*

1. This month, Hawa plans to attend three events: (1) a women entrepreneurs' association lunch, (2) a training session on marketing and (3) the wedding of a family friend. She knows that these are good networking opportunities, but she feels too shy and doesn't know if she can talk about her new cosmetics business. Choose at least one of these events and help her design a networking action plan that will ensure she doesn't miss the opportunity to make useful contacts for her firm.
  - a) What is her key objective at this event? (make an assumption)
  - b) What types of contacts would be most helpful to her?
  - c) What should she take with her in terms of materials or information?
  - d) How should she introduce herself?
  - e) How should she follow up after the event?
  
2. Individually, each member of the group should take a piece of paper and draw a small circle in the middle. Write your name inside the circle. Now, start to identify other people who could be part of your network, putting their names in other circles. Try to group these people into categories (friends, business associates, acquaintances). Each person should quickly discuss their list with the other group members for feedback in the following areas:
  - a) What are the skills, talents or knowledge these people possess that might benefit you and your business?

- b) How can you generally plan to stay in touch and cultivate these contacts so they are ready when you need them?
  - c) What are some specific ways in which they might be called upon to assist?
  - d) What are the pluses and minuses of asking for their help.
  - e) What are other ideas for expanding your network?
3. Describe ways in which you can use this training session as a networking opportunity.

## Networking Skills

### Background for the facilitator:

Networking is an essential part of doing business. Yet many entrepreneurs don't take the time or effort to capitalize on its potential benefits. For example, in sales, networking is a necessary skill for finding new customers and making a variety of contacts. Networking can also lead to new business opportunities, better suppliers and access to more cost effective service providers. Entrepreneurs can identify who is in their network and look for opportunities to develop those contacts in order to benefit their business.

Who is in our network? Potentially everyone in our lives has talents, skills, experiences and contacts that might prove useful to us in some aspect of our business. They include: family members, friends, neighbors, other business owners and professionals, suppliers, clients, co-workers, former schoolmates, club or association members, volunteer groups, and acquaintances.

Networking comes in many forms -- everything from meeting a friend for tea or coffee to attending association meetings and events -- and can take place in a variety of settings. Contacts may be people with whom you have either a professional or personal relationship.

The key to good networking is planning and organization. Knowing the objectives (e.g., market research, identifying a good supplier, collecting pricing data, obtaining sales leads) is an important first step. These objectives help formulate an action plan for seeking out the best contacts. Keeping track of those contacts and following through is another crucial aspect to networking. An important tool of networking is a business card. Collecting and organizing business cards of professionals we've met can be a simple and effective way to maintain our efforts to cultivate a network that benefits our business.

### Workcard outcomes:

At the end of this workcard learners will be able to:

- Understand the factors involved in good networking
- Understand how to plan and organize a good networking strategy

### Workcard answers:

1. Depending on the event and the circumstances, possible answers might include the following:
  - a. some clearly measurable objectives might be: make five new contacts; touch base with 3-5 existing contacts; bring up the subject of where to find good suppliers with at least 5-7 people to get their insights;
  - b. depending on where she is with her business plans, she may be most in need of market information; leads on low-cost suppliers; information about service providers (accountants, web-page designers, consultants),

- recommendations on hiring qualified staff; the latest trends in her industry; client referrals; and so on.
  - c. Again, her choice of materials may vary with the event, but could include: business cards, brochures, cosmetic samples.
  - d. Group members could discuss the appropriateness of discussing business matters at a wedding. They might also mention how exchanging business cards helps to facilitate introductions. Wafa could perhaps write up some notes ahead of time to determine what she wants to say about herself and her products.
  - e. She could send a note out to each person who gave her a business card. She could place phone calls to follow up and get more information. She could schedule a follow up meeting or lunch to allow for more discussion.
2. Answers will vary
3. Collect business cards, schedule meeting time outside of or after the training, compare notes on suppliers and service providers with other entrepreneurs, discuss merits of various associations in the area and the relative benefits of membership, bring brochures or other printed material about your business and look for appropriate moments to distribute them.

## Conflict Management

No matter how much we may wish to avoid it, conflict is an inevitable part of any business venture. It is natural for disagreements to arise during our interactions with people. These disputes may be loud and argumentative, calm and rational, or never even discussed at all, but rather hidden beneath the surface of our interactions. We may have conflict with co-workers, employees, suppliers and customers. But, conflict isn't necessarily always bad. Often, if properly resolved, conflict can lead to positive changes.

\*\*\*\*\* **ACTIVITY** \*\*\*\*\*

1. Dunya has two employees who are not getting along. Lately, one employee, Ali, has been avoiding the other, Binyamin, and refuses to cooperate with him. Dunya doesn't know what started the problem, but she feels it is affecting her business through a loss in sales. Also, the rest of her staff are feeling the effects of this strained relationship. She makes a list of the range of choices she has as a manager. Review the list and help Dunya decide how and whether she should deal with this situation. Discuss the pros and cons of each approach listed and whether they can or should be combined. Do you have additional options to propose to Dunya?

Dunya's options:

1. Avoid the conflict and let them resolve it themselves.
2. Find out more about the reasons for the conflict by conferring with other staff
3. Meet with them individually and then together to try to find a compromise solution
4. Ask someone else to handle the matter
5. Issue a memo telling them and all staff that conflict won't be tolerated.
6. Raise this issue for discussion during a staff meeting.

2. Sabah has a small booth in a busy section of the outdoor market. One day, as she is talking with a customer, the entrepreneur next door comes over to complain that her merchandise is intruding on his space. How can she respond effectively to her neighbor in the presence of her customer, and in the long term to improve that ongoing relationship?
3. Deniz is proud of the fact that her customers like the handbags she sells. But recently one customer came in to complain about a recent purchase and demanded a refund. He said he purchased the handbag for his wife and she doesn't like it. Offer Deniz some suggestions for how to manage this situation.
4. Wafa and her business partner have just started a company. They each have their own skills and preferences, but they both want to be in charge of marketing. Advise Wafa and her partner on how to settle this dispute constructively.
5. In your group, make a list of at least five recent conflicts you've had at work. Who were they with? What was the source of the conflict? How did the conflict affect the ability to get work done? How was it resolved (or not resolved)? Ask members of your group for suggestions about how the matter could have been handled more effectively.

## **Conflict Management**

### **Background for the facilitator:**

No matter how much we may wish to avoid it, conflict is an inevitable part of any business venture. We may have conflict with co-workers, employees, suppliers and customers. But, conflict isn't necessarily always bad. For one thing, a lack of conflict usually means no work is getting done! People who are passionate about doing a good job may often disagree. Sometimes, if properly resolved, conflict can lead to positive changes. Sources of conflict in business include: money, priorities, schedule, control or authority, procedures and methods, and personalities. Conflicts may be loud and heated, calm and rational, or "hidden" and indirect. The most important aspect is not the conflict itself, but how it gets resolved.

Entrepreneurs can manage conflict more effectively when they take a more objective view of the situation that led to a dispute. First and foremost, the business owner should assess the potential impact the conflict could have on the company's bottom line. It's also important to know how urgent is the need to resolve the conflict.

Depending on the circumstances, a business owner may choose from several options in dealing with disputes: (1) ignore the conflict (and let it resolve itself or be resolved by others); (2) accommodate or seek compromise; (3) impose or force a solution that has to be accepted by others; (4) call for a collaborative approach that involves others who may not be direct parties to the conflict. Each of these approaches has pluses and minuses.

In attempting to resolve conflict in the workplace, one approach would be: (1) identify the goal – what is the ideal? (2) choose the best time to address the issue; (3) prepare or even rehearse what you want to say; (4) limit the discussion to specific behaviors that led to the conflict, and your reaction to the behavior; (5) make a request; and (6) identify the consequences.

### **Workcard outcomes:**

At the end of this workcard learners will be able to:

- Understand the effect of conflict on business
- Recognize typical sources of conflict
- Understand options available to an entrepreneur in dealing with conflict in the workplace

### **Workcard answers:**

1. In this instance, the best single option might be #2 –conferring with the parties. It probably won't be productive to avoid the issue. Seeking information from others might be a possibility, but there may be issues of confidentiality. Usually, a

- manager would deal directly with this matter instead of passing it to someone else, unless the manager isn't "objective", that is, somehow is actually involved in the conflict. Imposing a solution by edict might be an option of last resort, after other attempts have failed. Depending on how disruptive the conflict is to the rest of the staff, it may actually be helpful to involve others to assist in coming up with possible solutions. Other solutions not listed might include: firing or otherwise reprimanding both parties (extreme), consulting an expert or arbitrator, sending both parties to anger management training.
2. Sabah might want to assure her neighbor that she'll be right over to discuss the matter as soon as she's dealt with the customer. Longer term, she may need to clarify with her neighbor what the rules are and what they might both keep in mind for any future issues that could arise. Participants might discuss how Sabah's reaction might vary depending on the age, gender, and status of the other vendor.
  3. In general, Deniz should have developed a clearly stated exchange and refund policy that is visible to her customers. She might offer to exchange the bag for another or offer store credit for a future item. She needs to find out why the customer didn't like the item to determine whether the reasons are things she could address for future customers (color, style, features, price). At all times, she should strive to keep an open and friendly manner and work to ensure that the customer leaves satisfied. Key points to avoid: arguing with the customer, raising her voice and/or sounding defensive, making sarcastic remarks.
  4. Some things Wafa and her partner could do might include:
    - Seeking help from a consultant or other outside adviser to help arbitrate their discussions
    - Setting objective criteria for the marketing role and then matching up their own experiences accordingly to determine who is the most qualified
    - Dividing up the various marketing roles
    - Rotating responsibility
    - Deciding to come up with a pilot plan that can be revisited periodically
  5. Answers will vary. Try to ensure that examples of conflict are not limited to instances of fighting or yelling. There are honest disagreements about work that require us to compromise and find workable solutions that may lead to improvements. Also, seek examples of conflict with suppliers and customers, as well as co-workers. Participants should be able to discern whether the conflict was potentially damaging to business/profits and how so. See the background section above for typical sources of conflict and options for managing conflict.

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

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

## Self-assessment Tool

BUSINESS CONCEPT	I FEEL COMFORTABLE WITH MY ABILITY TO:	Strongly Agree- I'm completely comfortable	Agree somewhat – I'm mostly comfortable but have a few questions	Disagree somewhat – I understand some things but have several questions	Strongly Disagree – I still have lots of questions	In any case, I'd like to get more training on this subject
<b>Basic business cycle</b>	Identify the cyclical nature of business operations					
	Identify different types of business activities (e.g., buying raw materials, paying bills, selling)					
	Assess the frequency of these activities in terms of time frames (e.g., weekly, monthly, annual, etc.)					
	Sort these activities into the order in which they happen					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Buying</b>	Assess the advantages and disadvantages of buying from different suppliers and the reasons for their different prices					
	Determine how price is influenced by factors such as distance, value added, amount available, bulk buying, service charges, etc.					
<b>Adding value</b>	Identify values which are more than or different from economic values					
	Show an understanding of the concept of value and how it is perceived by others					
	Quantify the value of adding elements to a product to increase demand					
	Show awareness of the differences between individual preferences and reaching as wide a market as possible.					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Selling for profit</b>	List monthly expenditures for a business (e.g., rent, utilities, salaries)					
	Identify advantages/disadvantages of increasing income and reducing costs					
	Identify cost-cutting areas					
	Decide on areas in which to invest profits					
	Consider the requirements of financial backers from a business strategy					
	Identify and influence the break-even point.					
<b>Selling on credit and managing risk</b>	Understand the risks of customers paying on credit					
	Know the disadvantages of not having ready cash from sales to re-invest in the business					
	Understand the advantage of being able to use credit if one does not have ready cash					
	Understand the disadvantage of having to wait to be paid.					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Allocating income and planning</b>	Identify areas of income allocation (e.g., business, personal expenses, savings)					
	Make informed choices around income allocation in a business					
	Understand the consequences of income allocation in how it affects the business overall					
<b>Basic record- keeping</b>	Understand the importance of record-keeping in a business					
	Monitor money in and out of business through effective record-keeping					
	Calculate how much money a business has at any one time in order to plan for the future.					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Supply and demand</b>	Understand the relationship between supply and demand					
	Understand factors that affect the relationship between supply and demand (e.g., price, availability, added value, publicity, affordability)					
	Recognize ways in which the relationship between supply and demand can be influenced					
	Estimate market size and demand in order to plan production and purchases					
<b>Costing your product or service</b>	Differentiate between fixed and variable costs					
	Determine fixed and variable costs incurred in running a business					
	Arrive at detailed costing for a particular product, element-by-element					
	Consider intangible costs involved in running a business (e.g., people's time)					
	Determine the effect of differing volumes of production on cost.					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Understanding your market</b>	Identify and plan to meet the needs of purchasers of a given product					
	Understand different factors to consider when undertaking market research and the way in which they interrelate					
	Use the “4 Ps” of marketing to make strategic business decisions (price, product, place, promotion)					
	See the interrelationship between understanding the market and making sales					
	Identify differing market segments and show how their needs might differ					
	Analyze the competition and make strategic market decisions as a result of this information					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Negotiating and selling techniques</b>	Decide on a desired outcome and negotiate towards it					
	Recognize different examples of negotiation					
	Understand the key issues in the negotiation process (e.g, fairness, short vs. long-term solutions)					
	Understand the importance of negotiation in a business context					
<b>Planning your marketing strategy</b>	Develop a marketing strategy involving produce, price, place and promotion					
	Assess the relationship between price and sales					
	See the relationship between the 4 Ps and sales					
	Use this knowledge to devise a promotional strategy for a given business					

<b>BUSINESS CONCEPT</b>	<b>I FEEL COMFORTABLE WITH MY ABILITY TO:</b>	<b>Strongly Agree- I'm completely comfortable</b>	<b>Agree somewhat – I'm mostly comfortable but have a few questions</b>	<b>Disagree somewhat – I understand some things but have several questions</b>	<b>Strongly Disagree – I still have lots of questions</b>	<b>In any case, I'd like to get more training on this subject</b>
<b>Pricing your product or service</b>	Recognize the critical importance of correct pricing					
	Analyze the relevant factors to determine the best price for a product or service					
	Assess advantages and disadvantages of differing pricing formulas and making informed decisions about which method(s) to use					
	Use different pricing methods (market, going-rate, cost-driven) to arrive at the most suitable price for a product					
<b>Production techniques</b>	Understand the production process and how value is added to a product					
	Show the variables involved in production					
	Understand the relationship between quality and productivity					

التاريخ:

الخطة الإبتدائية  
أداء التقييم الذاتي

الإسم:

مفهوم العمل	أشعر بالارتياح لمقدرتي في:	أتفق بشدة – أشعر بالراحة التامة	أتفق نوعا ما- أشعر بالراحة في الغالب لكن لدى بعض الأسنان	لا أتفق نوعا ما – أفهم بعض الأمور لكن لدي الكثير من الأسنان	لا أتفق بشدة – ما زال لدي الكثير من الأسنان	في أية حال، أود الحصول على التدريب في هذا الموضوع
	تحديد الدورة الطبيعية للمراحل المشروع					
دورة الاعمال الأساسية	تحديد المراحل المختلفة للنشاطات المشروع (مثلا: شراء المواد الأولية، دفع الفواتير، بيع)					
	تحديد تسلسل الأنشطة ضمن فترة زمنية محددة (مثلا: أسبوعيا، شهريا، سنويا.. الخ)					
	ترتيب أنشطة المشروع حسب أولوية حدوثها					

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البيع من أجل الربح	قائمة شهرية لمصروفات المشروع (مثال: إيجار، مرفقات، رواتب)					
	تحديد حسنات وسيئات تقليل الكلفة واثره على زيادة الدخل					
	تحديد عناصر تخفيض الكلفة					
	تحديد الجوانب بالمشروع التي يمكن استثمار الربح فيها					
	أعتبار المتطلبات المالية للداعمين من زاوية استراتيجية المشروع					
	تحديد عناصر التأثير على نقطة التعادل					

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	تفهم المخاطر من شراء الزبائن بالدين					
البيع بالدين	معرفة سببات عدم الحصول على النقد من المبيعات من أجل إعادة الإستثمار في المشروع					
إدارة المخاطر	فهم ميزات القدرة على الدين في حالة عدم توفر النقد					
	فهم سببات الاضطراب للانتظار حتى يتم الدفع					

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توزيع الدخل والتخطيط	تحديد نواحي توزيع الدخل (مثال: العمل، نفقات شخصية، مدخرات)					
	خيارات خاصة من توزيع الدخل في المشروع					
	فهم النتائج المترتبة عن توزيع الدخل في وكيفية تأثيرها على المشروع بشكل عام					
مبدأ مسك الدفاتر	تفهم أهمية الاحتفاظ بالسجلات مالية في المشروع					
	مراقبة النقد الداخل والخارج في العمل من خلال حفظ السجلات فعال					
	حساب مبلغ المال المتوفر في المشروع في أي وقت من أجل التخطيط للمستقبل					

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العرض والطلب	فهم العلاقة ما بين العرض والطلب على المنتج بالسوق					
	فهم العوامل المؤثرة على العلاقة ما بين العرض والطلب (مثال: السعر، التوفر، القيمة المضافة، الشهرة)					
	إدراك العوامل التي يمكنها أن تؤثر على العلاقة ما بين العرض والطلب					
	تقدير حجم السوق من أجل التخطيط للإنتاج والشراء					

مفهوم العمل	أشعر بالارتياح لمقدرتي في:	أتفق بشدة – أشعر بالراحة التامة	أتفق نوعا ما- أشعر بالراحة في الغالب لكن لدى بعض الأسئلة	لا أتفق نوعا ما – أفهم بعض الأمور لكن لدي الكثير من الأسئلة	لا أتفق بشدة – ما زال لدي الكثير من الأسئلة	في أية حال، أود الحصول على التدريب في هذا الموضوع
تسعير منتجك أو الخدمة	القدرة على التمييز ما بين التكاليف الثابتة والمتغيرة					
	تحديد التكاليف الثابتة والمتغيرة في المشروع					
	الوصول الى عناصر تكاليف المنتجات لكل منتج على حدة					
	أخذ بعين الاعتبار التكاليف غير الملموسة في المشروع (مثال: وقت الناس)					
	تحديد أثر حجم الإنتاج على الكلفة					

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فهم السوق الخاص بك	التحضير والتخطيط للتجارب مع احتياجات المشترين لمنتج معين					
	معرفة مختلف العوامل المختلفة عند القيام في بحث للسوق والعلاقة ما بينها					
	استخدام ال 4 عناصر للتسويق:(التسعير، الإنتاج، المكان، الدعاية)					
	تحديد الارتباط ما بين فهم السوق وبين حجم المبيعات					
	تحديد شرائح السوق المختلفة وإظهار كيف يمكن مراعاة احتياجاتهم المختلفة					
	تحليل المنافسين واتخاذ القرارات الاستراتيجية الخاصة بالسوق بناء على هذه المعلومات					

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تسعير المنتج أو الخدمة	إدراك الأهمية القصوى للتسعير الصحيح					
	تحليل العوامل المعنية لتحديد أفضل سعر للمنتج أو الخدمة					
	تقييم إيجابيات وسلبيات معادلات التسعير المختلفة واتخاذ القرار بخصوص أفضل الوسائل لاتباعها					
	استخدام وسائل مختلفة للتسعير (السوق، السعر القائم، بناء على الكلفة)					
تقنيات الإنتاج	فهم عملية الإنتاج وكيفية إضافة القيمة للمنتج					
	إظهار المتغيرات المتعلقة في الإنتاج					
	فهم العلاقة ما بين النوعية والانتاجية					

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تطوير أسلوبك في التواصل	فهم العوامل المتعلقة بالتواصل الفعال					
	إدراك أهمية الإصغاء في عملية التواصل					
	فهم كيف يمكن للرسالة غير الشفوية ان تؤثر في التواصل مع الآخرين					
مهارات التشبيك	فهم العوامل المؤثرة في التشبيك الجيد					
	فهم كيفية التخطيط والتنظيم بهدف استراتيجية تشبيك جيدة					
إدارة النزاع	فهم أثر النزاع في المشروع					
	فهم مصادر النزاعات المعتادة					
	فهم الخيارات المتاحة للرياديين في التعامل مع النزاعات في العمل					

## ملاحظات المدرب: