Short-Course

Solar PV System Installation and Maintenance

NTQF Level II

Learning Guide -30

Unit of Competence	Developing Business Practice
Module Title	Developing Business Practice
LG Code	EIS PIM2 M15 0120 LO3 LG-30
TTLM Code	EIS PIM2 TTLM 0120v1

LO3 Implement business development plan -30

Instruction Sheet	Learning Guide - 30

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

- Obtaining Physical and human resources
- Establishing operational unit
- Discussing and understanding Simulations on the development plan.
- Implementation manual
- Marketing the business operation
- Developing and implementing monitoring process
- Maintaining Legal documents, recording and updating
- Negotiating and securing contracts with relevant people
- Options for leasing/ownership of business premises

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

- Understand how the physical and human resources are obtained for business operation.
- Establish an Operational unit that support and coordinate business operation.
- Understand and discuss simulations on the development plan
- Discuss and discuss an implementation manual.
- Undertaking marketing of a business operation.
- Develop and implement monitoring process for managing operation.
- Maintain, keep and update Legal and relevant documents to ensure validity and accessibility.
- Negotiate and secure contractual procurement rights for goods and services including **contracts with relevant people** in accordance with the business plan.
- Identify and complete contractual arrangements for leasing/ownership of business premises in accordance with the business plan.

Learning Instructions:

1) Read the specific objectives of this Learning Guide.

2) Follow the instructions described below 3 to 5.

3) Read the information written in the information "Sheet 1, Sheet 2, Sheet 3 , Sheet 4".& sheet 5 ,6,7,8and 9 **in page 62 ,64,67,69, 71,74,77,81 and 85.**

4) Accomplish the "Self-check 1, Self-check t 2, Self-check 3 Self-check 4" self-check 5and 6, 7 and 8 **in page 63, 66, 68, 70, 73, 76, 80, 84 and 86.** Respectively.

5) If you earned a satisfactory evaluation from the "Self-check" proceed to " self-check-2

LO3 Implement business development plan

Information Sheet-1	Obtaining Physical and human resources

1   Obtaining Physical and human resources

1.1 Obtain physical resources for business operation

A business should obtain among other resources physical resources to conduct its day to day activities smoothly. They may include

- **Premises:** include any building or structure, any land and any means of transport. Neither the building nor the structure nor the means of transport need to be standing on land owned by the same person, they may be anywhere.
- **Machineries**:
- **Consumables :** these are goods that are used up within a year or less and consumed as a result of business operation

1.2 Obtain human resources for business operation

Human resources refer to all the workers who are participated in the day top day activities of the business.

In obtaining a human resource of any kind, the following steps should be followed in the right sequence

- ✓ **Hiring:** the process of getting the right employees from the labour

    market.

- **Orientation of employees**: it is the process of giving the appropriate information of job for the new employee.
- **Placing:** it is the process of giving job description, showing the place and conditions in which the new employee will work and helping the new employee start his/her job.

Self-Check -1	Written Test	

Directions: say true or false for the following question

1. Premises include any building or structure, any land and any means of transport.
2. **Consumables** are goods that are used up within a year or less and consumed as a result of business operation.
3. Human resources refer to all the workers who are participated in the day to day activities of the business.

Note: **Satisfactory rating - 3 points   Unsatisfactory - below 2 points**

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

Information Sheet-2	Establishing operational unit

2   Establishing operational unit

2.1 Operational unit

Explain the daily operation of the business, its location, equipment, people, processes, and surrounding environment.

1. **Production** :-How and where are your products/services produced

2. **Location**:-What qualities do you need in a location? Describe the type of location you will have.

3. **Access**:-Is it important that your location be convenient to transportation or to suppliers?

4. **Construction:-**Most new companies should not sink capital into construction, but if you are planning to build, then costs and specifications will be a big part of your plan.

5. **Cost: -**Estimate your occupation expenses, including rent, but also including: maintenance, utilities, insurance, and initial remodeling costs to make it suit your needs. These numbers will become part of your financial plan.

6. **Legal Environment**:-Describe the following

   - Licensing and bonding requirements
   - Permits
   - Health, workplace or environmental regulations
   - Special regulations covering your industry or profession
   - Zoning or building code requirements
   - Insurance coverage
   - Trademarks, copyrights, or patents (pending, existing, or purchased)

1. **Personnel**:-Number of employees and Type of labor (skilled, unskilled, professional)

2. **Inventory: -**What kind of inventory will be kept: raw materials, supplies, finished goods?

3. **Suppliers:-**Identify key suppliers.

4. **Credit Policies:-**Do you plan to sell on credit?

2.2 Departmentalization

- **Departmentalization** is the process of by which jobs are grouped together.
- Every organization will have its own specific way of classifying and grouping work activities; i.e., each organization will have its own departmentalization.

2.2.1 Importance of departmentalization

- Some of the common importance of departmentalization are

- Growth and expansion
- Fixing responsibility
- Better customer service
- Management development
- Optimum utilization of resources
- Facilitates better control

2.2.2 Types of departmentalization

The five common forms of departmentalization are

- Functional departmentalization (based up on functions in the business)
- Product departmentalization (based up on the products/services of the business)
- Geographical departmentalization (based up on the geographical distribution of the business)
- Process departmentalization (based up on the process of the business)
- Customer departmentalization (based on the nature/types of business operation)

2.2.3 Factors for choosing an appropriate departmentalization

The eight main factors to be considered while choosing a basis of departmentalization

- Work and Process
- Specialization
- Capabilities of Workers
- Technology
- Competitors' Approach
- Co-Ordination and Control
- Environment
- Optimum Utilization of Resources.

Self-Check -2	Written Test	

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

1. One of the followings is not a factor for choosing appropriate departmentalization
   A. Environment
   C. Technology
   B. Specialization
   D. Marketing

2. Departmentalization is a process of combining all activities of a business into one
   A. True
   B. False

Note: **Satisfactory rating - 2 points   Unsatisfactory - below 2 points**

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

Information Sheet-3	**Discussing and understanding Simulations on the development plan**

3   Discussing and understanding Simulations on the development plan

3.1 Development Plan

- **The development plan** is the main public statement of planning policies for the local community.
- It sets out the land use, amenity and development objectives and policies of the planning authority, for a 6 year period.
- The plan consists of a written statement of objectives and a map or series of maps.

3.2 Objectives of a development plan

- The development plan includes objectives for:
    - development and renewal of obsolete areas;
    - preserving, improving and extending amenities;
    - provision of water supplies and sewerage services, waste recovery and disposal facilities;
    - zoning of areas for residential, commercial, industrial, agricultural etc. purposes;
    - provision of accommodation for travellers;
    - Provision of services for the community (e.g. Creches).

3.33.3 Who prepare the development plan?

- The making, reviewing and varying of the plan is a function reserved for the elected members (i.e. councillors) of the planning authority.
- It is their duty to adopt the plan with the technical help of their officials (the Manager, planners, engineers etc.), and following extensive public consultation.

Self-Check -3	Written Test

Directions: Answer all the questions listed below.

1. A manager of one business can prepare a development plan
   A. True
   B. False

2. The development plan includes objectives for development and renewal of obsolete areas
   A. True
   B. False

Note: **Satisfactory rating - 2 points   Unsatisfactory - below 2 points**

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

Information Sheet-4	Implementation manual

4   Implementation manual

- An implementation manual should be prepared for each functional unit of the organization to facilitate tailor-made operation throughout the organization.
- The implementation manual consists of steps and procedures of performing a task and description of duties and responsibilities of personnel accomplishing the tasks.
- A **Project Implementation Manual** (PIM) is a comprehensive guide for the development, implementation and closure of the projects within the time frame of a project.

4.1 Preparation of an implementation manual

The contents of an implementation manual include the followings

- Overview of the whole activities of the business
- Short explanation about the implementation manual
- Training and development of employees
- Institutional safety climate
- Preparing an action plan
- Implementation process
- Evaluation and feedback on implementation

Self-Check -4	Written Test	

Directions: say true or false for the following question

1. The implementation manual consists of steps and procedures of performing a task.

2. The contents of an implementation manual include Overview of the whole activities of the business.

Note: **Satisfactory rating - 2 points   Unsatisfactory - below 2 points**

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

Information Sheet-5	Marketing the business operation

5   Marketing the business operation

Introduction

Marketing is the process used to determine what products or services may be of interest to customers, and the strategy to use in sales, communications and business development. It generates the strategy that underlies sales techniques, business communication, and business developments. It is an integrated process through which companies build strong customer relationships and create value for their customers and for themselves.

5.1 Marketing activities

Market Research – activities concerned with obtaining marketing information. It is necessary to find out the facts about the market so that decisions can be based on factual information and not on guesswork.

Product Planning – activities concerned with developing a product so that it satisfies the customer and enables the enterprise to use its productive capacity fully.

Pricing – activities concerned with determining the price of the product on the basis of costs as well as market factors such as distribution channels used, discount structure applicable, level of prices of competitors products, ability or willingness of customers to pay, and so on.

Advertising – activities concerned with making the product known to the customers and creating demand for it. Advertising brings the customer to the product.

Sales Promotion – activities covering all aids to sales other than advertising. Sales promotion stimulates demand and increases sales. Usually sales promotion moves the product towards the customer.

Distribution – activities concerned with distributing the product from the manufacturer to the customer, making the product available and easy to buy.

5.2 Steps to identify customers' needs

Here are the steps that can be used by any business to gather information about customers' needs/wants.

- Talk to customers
- Listen to employees
- Address the real issues
- Reality check with customers
- Develop on-going processes for working with customers

5.3 Common types of customer' needs

- Before you can get an idea of what your customers want, you have to know who they are.

- "Know" your customers don't necessarily mean that you have to recognize them when they come into you or remember their name after every transaction but it means having a general picture of who buys from you.
- Customers have six basic buying needs pertaining to the product/service:
    - Safety.
    - Performance.
    - Appearance.
    - Comfort.
    - Economy.
    - Durability.

5.4 Customer satisfaction

- **Customer satisfaction** measures how well the expectations of a customer concerning a product or service provided by your company have been met.
- Businesses used surveys to gather information about customer satisfaction which addresses the following areas:
    - Quality of product
    - Value of product relative to price - a function of quality and price
    - Time issues, such as product availability, availability of sales assistance, time waiting at checkout, and delivery time
    - Atmosphere of store, such as cleanliness, organization, and enjoyable shopping environment
    - Service personnel issues, such as politeness, attentiveness, and helpfulness
    - Convenience, such as location, parking, and hours of operation

Self-Check -5	Written Test

Directions say true or false for the following question

5.2.   Before you can get an idea of what your customers want, you have to know who they are.

5.3.   Customer satisfaction measures how well the expectations of a customer concerning a product or service provided by your company have been met.

5.4.   Businesses used surveys to gather information about customer satisfaction addresses value of product relative to price - a function of quality and price.

Note: **Satisfactory rating – 3 points**   **Unsatisfactory - below 2points**

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

Answer Sheet

Score = _____

Rating: _____

Information Sheet-6	Developing and implementing monitoring process

6   Developing and implementing monitoring process

6.1 Monitoring and evaluation (M&E) definition

Systematic monitoring of the implementation of your plan is a very important factor for the success of your business. Action plans, monitoring systems and constant feedback should be integrated to ensure successful implementation of the plan and achievement of its objectives.

- **Monitoring and evaluation (M&E)** should be an essential element of every program, providing a way to assess the progress of the program in achieving its goals and objectives and informing key stakeholders and program designers about the results.
- **Monitoring and evaluation (M&E)** work to be successful and provide useful results; it must be incorporated into the program at the design stage.

6.2 Key Elements of a Monitoring and Evaluation Work Plan

- **The scope of the monitoring and evaluation—**Specifying program goals and developing a conceptual framework that integrates the inputs, activities, outputs, outcomes, and impact and establishes realistic expectations for what monitoring and evaluation can produce.
- **The methodological approach—**Determining monitoring and evaluation methods, including identification of outcome indicators, data source, and plans for data analysis.
- **The implementation plan—**Delineating activities, roles, responsibilities, and a timetable for identified activities with realistic expectations of when data will be analyzed and results will be available.
- **A plan for disseminating and using the results—**Determining who will translate the results into terms understandable to program designers, managers, and decision-makers; how findings will be shared and used (e.g., written papers, oral presentations, program materials, community and stakeholder feedback sessions); and the implications for future monitoring and evaluation.

6.3 Assessment of a monitoring and evaluation (M&E) process

At the time when a Monitoring and Evaluation Work Plan is implemented, it should be assessed by asking the following questions

- Are the evaluation activities progressing as planned?
- Are the evaluation questions being answered sufficiently? Are other data needed to answer these questions? How can such data be obtained?
- Should the evaluation questions be re-framed? Have other evaluation questions arisen that should be incorporated into the plan?
- Are there any methodological or evaluation design issues that need to be addressed? Are there any practical or political factors that need to be considered?

- Are any changes in the plan needed at this time? How will these changes be made? Who will implement them?
- Are appropriate staff and funding still available to complete the evaluation plan?
- How are findings from the evaluation activities being used and disseminated? Should anything be done to enhance their application to programs?

6.4 Monitoring and Evaluation (M&E) Work Plan Template Contents

- Introduction
- Goals and Objectives of Country Program
- Monitoring   and Evaluation Questions
- Illustrative Monitoring and Evaluation Questions
- Methodology
    - Monitoring
    - Evaluation
    - Research
- Monitoring Quality of Services
- Special Studies
    - Data Flow
- Management Information System and Data Feedback
- Management Information System Cycle
- Implementation
- Evaluation Matrix and Proposed Timeline
- Follow-Up System on Reporting Requirements
- Data Dissemination and Use
- Process Monitoring Tools

Self-Check -6	Written Test	

Directions say true or false for the following question

1. The scope of the monitoring and evaluation Specify program goals and developing a conceptual framework.
2. The methodological approach determines monitoring and evaluation methods.
3. The implementation plan delineates activities, roles, responsibilities, and a timetable for identified activities.

Note: **Satisfactory rating – 3 points   Unsatisfactory - below 2 points**

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

Information Sheet-7	Maintaining Legal documents ,recording and updating

7 Maintaining Legal documents ,recording and updating

7.1 Legal documents

- **Legal document** is a document that states some contractual relationship or grants some right legal instrument, official document, and instrument. document, papers, written document - writing that provides information **(especially information of an official nature)**
- Generally, a **document** is **legal** if its creator intends for it to be enforceable in a court of law.
- In order for a **document** to be **legal**, it must also adhere to the laws of the jurisdiction where it will be enforced, properly signed, witnessed and**.**

What are legal documents involved in business?

Partnership agreement

A partnership agreement allows you to structure your relationship with your partners in a way that suits your business. You and your partners can establish the shares of profits (or losses) each partner will take, the responsibilities of each partner, what will happen to the business if a partner leaves, and other important guidelines.

Here's a list of the major areas that most partnership agreements cover. You and your partners-to-be should consider these issues before you put the terms in writing:

- Name of the partnership
- Contributions to the partnership
- Allocation of profits, losses, and draws
- Partners' authority
- Partnership decision making Management duties
- Admitting new partners
- Withdrawal or death of a partner
- Resolving disputes

Statutory Books

Statutory Books are the official records kept by the company relating to all legal and statutory matters. A company's statutory books are usually kept at the registered office of the company. The books should be available to the general public for inspection during reasonable office hours.

The typical contents of a company's statutory book are:

- * the register of shareholders

- * the register of company directors and secretaries
- * the register of company directors' interests
- * the register of charges
- * The register of interests in shares if the company is a PLC.

Certificate of incorporation

A certificate of incorporation is a legal document relating to the formation of a company or corporation. It is a license to form a corporation issued by state government. Its precise meaning depends upon the legal system in which it is used.

Franchise agreement

This document is the legal binding contract between the franchisor and the franchisee. It is a meaty document and covers the nitty-gritty detail pertaining to the obligations of the parties (franchisor and franchisee), financial intricacies, operational procedures, length and validity of contract and renewal rights.

Contractual procurement

Procurement:-is the process of obtaining goods and services from preparation and processing of a requisition through to receipt and approval of the invoice for payment. It commonly involves

(1) purchase planning,   (2) standards determination, (

3) specifications development,   (4) supplier research and selection,

(5) value analysis,   (6) financing,

(7) price negotiation,   (8) making the purchase,

(9) supply contract administration,   (10) inventory control and stores, an

7.2 Document Storage

- Document Storage is just that a place to store documents, usually organized into folders. Your computer's hard drive is one example of document storage.
- Document storage is a place to save documents to retrieve later and potentially share with others, nothing more, and nothing less.
- Nothing *happens* to these documents while they're in storage, and the users can't do anything with the documents apart from viewing and editing them.
- Validity of record means the state of being acceptable according to the law
- Accessibility of record indicates how much it is easier for its ultimate user to retrieve it any time in any condition.

7.3 Principles of Record Keeping

- The overall principles of record-keeping, whether you are writing by hand or making entries to electronic systems, can be summed up by saying that anything you write or enter must be
    - honest,
    - accurate and
    - non-offensive and
    - Must not disclose patient confidentiality
- More specifically, to be effective in record keeping, you should always try to ensure that you:
    - handwrite legibly and key-in competently to computer systems
    - sign all your entries
    - make sure your entries are dated and timed as close to the actual time of the events as possible
    - record events accurately and clearly – remember that the patient/client may wish to see the record at some point, so make sure you write in language that he or she will understand
    - focus on facts, not speculation
    - avoid unnecessary abbreviations
    - record and quote anything the client has said that you think might be significant
    - do not change or alter anything someone else has written
    - if you do need to amend something you have written, make sure you draw a clear line through it and sign and date the changes
    - Never write anything about a patient/client or colleague that is insulting or derogatory.

Self-Check -7	Written Test

Directions: Answer all the questions listed below.

1. One of the followings is not the overall principles of record keeping
   A. It should be honest
   C. It should disclose client confidentiality
   B. It should be accurate
   D. It should not be offensive

2. Document Storage is just that a place to store documents, usually organized into folders.
   A. True
   B. False

3. Legal document is a document that states some contractual relationship or grants some right legal instrument, official document, and instrument.
   A. True
   B. False

Note: **Satisfactory rating - 2 points   Unsatisfactory - below 2 points**
You can ask you teacher for the copy of the correct answers.

Name: _____   Date: _____

Information Sheet-8	Negotiating and securing contracts with relevant people

8   Negotiating and securing contracts with relevant people

8.1 Negotiation

- Negotiation is a technique of discussing issues among one selves and reaching to a conclusion benefiting all involved in the discussion. It is one of the most effective ways to avoid conflicts and tensions. When individuals do not agree with each other, they sit together, discuss issues on an open forum, negotiate with each other and come to an alternative which satisfies all. In a layman's language it is also termed as bargaining.
- **Negotiation** is a way to resolve conflicts or disagreements or divide resources among two or more parties, carried out willingly by free choice.
- The two sides make contact for suggestions and counter suggestions and in this manner communication takes place between the parties.
- Each side employs its own tactics in an effort to reach maximum results.

8.2 Stages in negotiation

- preparation,
- presentation and justification,
- bargaining,
- offers and counter-offers, using various tactics, and
- Choosing an option or agreement.

8.3. Elements of effective Negotiation

- **Relationship** (Am I Prepared To Deal With The Relationship?)
- **Communication** (Am I Ready To Listen And Talk Effectively? Creating A Learning Conversation)
- **Options (**What Are The Possible Agreements Or Bits Of An Agreement?)
- **Alternatives (**What Will I Do If We Do Not Agree?)
- **Legitimacy (**What Criteria Will I Use To Persuade Each Of Us That We Are Not Being Ripped Off?)
- **Commitment (**What Commitments Should I Seek Or Make?)
- **Conclusion (**What Is A Good Outcome?)

8.4 Models of negotiation

- **Win Win Model** - In this model, each and every individual involved in negotiation wins. No body is at loss in this model and every one is benefited out of the negotiation. This is the most accepted model of negotiation.

- **Win Lose Model** - In this model one party wins and the other party loses. In such a model, after several rounds of discussions and negotiations, one party benefits while the party remains dissatisfied.
- Please refer to the above example once again where Daniel wanted to buy a laptop. In this example, both Daniel and the store owner were benefited out of the deal. Let us suppose Daniel could not even afford the price quoted by the storeowner and requests him to further lower the price. If the store owner further lowers the price, he would not be able to earn his profits but Daniel would be very happy. Thus after the negotiation, Daniel would be satisfied but the shopkeeper wouldn't. In a win lose model, both the two parties are not satisfied, only one of the two walks away with the benefit.
- **Lose Lose Model** - As the name suggests, in this model, the outcome of negotiation is zero. No party is benefited out of this model. Had Daniel not purchased the laptop after several rounds of negotiation, neither he nor the store owner would have got anything out of the deal. Daniel would return empty handed and the store owner would obviously not earn anything.In this model, generally the two parties are not willing to accept each other's views and are reluctant to compromise. No discussions help.

8.5 Negotiation skills

An individual needs to adopt certain skills for a successful negotiation. An individual before starting with the negotiation must be very clear with the agenda (topic) of the negotiation. Before any important deal, do make it a habit to go through as many details as you can. The second party might ask you anything, you must be well prepared to clear all their doubts and convince them. If you yourself are confused, he would never bother to listen to you.

React sensibly - A good negotiator must react sensibly. He should never lose his temper or over react. If you are unhappy with the deal, show your displeasure. Don't keep things to yourself or assume that the others will understand it on their own. One has to voice his opinions. Make the other person realize that you are not satisfied with the deal and it must be revised. Show your unhappiness to others.

If your boss assigns you a project you are not very comfortable with, show your displeasure to your boss in a polite way and ask for something else. But make sure you are not rude; otherwise your job might be at risk.

Patience - One needs to be patient enough for a good negotiation. It is not always that the other person will accept your suggestions in the first attempt itself. You need to convince him and it needs patience. Never be in a hurry to close the deal.

Confident - One needs to be confident enough for an effective negotiation. You might need something but never show your desperation to anyone. They will take undue advantage of your helplessness. Take care of your facial expressions. Never be nervous in front of the second party. Don't start sweating.

8.6 Contractual procurement right for goods and services

- **A procurement contract** is an agreement in which a buyer agrees to acquire goods or services from a seller in exchange for consideration. Most of these contracts are written agreements that specify each party's obligations in relation to the transaction.

- Generally, **procurement contract** includes business provisions, detailed price lists, payment information, and other legal terms and conditions applicable to the transaction.

Self-Check -8	Written Test	

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

1. Negotiation should always be made between two parties
   A. True
   B. False

2. The following are Stages in negotiation

A. preparation

B. presentation and justification

C. bargaining

D. all

Note: **Satisfactory rating – 3 points   Unsatisfactory - 3 below points**
You can ask you teacher for the copy of the correct answers.

Name: _____   Date: _____

Information Sheet-9	**Options for leasing/ownership of business premise**

9   Options for ownership of business premises

- A business may have the option of ownership of premises for its operation through purchasing an existing business premises, constructing its own business premises or through **franchising**.
- **Franchising**: is a system of marketing goods and/or services and/or technology, which is based upon a close and on-going collaboration between legally, and financially separate and independent undertakings, the **franchisor** and its individual **franchisees**.
- In this condition,
    - The franchisor grants its individual franchisees the right, and imposes the obligation, to conduct a business in accordance with the franchisor's concept.
    - The right entitles and compels the individual franchisee, in exchange for a direct or indirect financial consideration, to use the franchisor's trade name, and/or trade mark and/or service mark, know-how(*), business and technical methods, procedural system, and other industrial and/or intellectual property rights.

9.1 Options for leasing business premises

- **A lease** is a contract outlining the terms under which one party agrees to rent property owned by another party.
- A lease guarantees the **lessee**, the renter, to use of an asset and guarantees the **leaser**, the property owner, regular payments from the lessee for a specified number of months or years.
- Both the lessee and the leaser face consequences if they fail to uphold the terms of the contract.

Self-Check -9	Written Test

Directions: answer for the following question

1. Franchising is a system of marketing goods and/or services and/or technology, which is based upon a close and on-going collaboration between legally

A. True

B. False

2. A lease is a contract outlining the terms under which one party agrees to rent property owned by another party.

A. True

B. False

Note: **Satisfactory rating – 2 points   Unsatisfactory - below 2 points**

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

List of Reference Materials

1. **Negotiation Theory and Practice:** Tanya Alfredson, John Hopkins University, Baltimore, Maryland, USA and Azeta Cungu, Agricultural Policy Support Service, Policy Assistance and Resource Mobilization Division, FAO, Rome, Italy.

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3. **Negotiation Topic Gateway Series No. 25:** Alexa Michael and Technical Information Service, march 2007 **The Chartered Institute of Management Accountants** 26 Chapter Street London SW1P 4NP United Kingdom.

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5. PACFA Draft Guidelines on Client Records – December 2014 , Australia.

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10. "Free Kit Offers Help to Commercial Tenants." *Business First-Columbus*. 26 May 2000.

11. Kahn, Jeremy. "Disownership is Everything." *Fortune*. 30 March 1998.

12. Sivaraman, Aarthi. "Leasing Requires Care at Several Key Phases." *Los Angeles Business Journal*. 13 June 2005.

13. **WEB ADDRESSES (PUTTING LINKS)**
    1. www.fao.org/easypol
    2. www.selfmanagementresource.com
    3. www.cimaglobal.com
    4. http://www.austlii.edu.au/au/legis/cth/consol_act/ea199580/
    5. http://www.health.nsw.gov.au/phact/Pages/code-of-conduct.aspx
    6. http://www.nhmrc.gov.au/_files_nhmrc/publications/attachments/nh53.pdf
    7. http://www.jep.upol.cz/Instructions-for-Authors.php
    8. www.nfplaw.org.au
    9. www.strath.ac.uk/foi/recordsmanagement
    10. http://www.strath.ac.uk/rkes/
    11. http://www.nationalarchives.gov.uk/information-management/projects-and-work/digital-preservation.htm
    12. http://www.jiscinfonet.ac.uk/partnerships/records-retention-he/managing-research-records
    13. http://www.jiscinfonet.ac.uk/partnerships/records-retention-he/hei-rrs-pla
    14. http://www.cba.neu.edu/~ewertheim/
    15. www.ebsglobal.net