

Short-Course

Solar PV System Installation and Maintenance

NTQF Level II

Learning Guide -31

Unit of Competence	Developing Business Practice
Module Title	Developing Business Practice
LG Code	EIS PIM2 M15 0120 LO4 LG-31
TTLM Code	EIS PIM2 TTLM 0120v1

LO4 Review implementation process and take corrective measures-31

This learning guide is developed to provide you the necessary information regarding the following

Content coverage and topics –

- Developing and implementing review process
- Identifying improvements in business operation
- Implementing and monitoring improvements

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 –**

- Develop and implement review process for implementation of business operation.
- Identify Improvements in business operation and associated management process.
- Implement and monitor Identified improvements are for effectiveness.

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 in page 76 ,78, and 81
- 4) Accomplish the “Self-check 1, Self-check t 2, Self-check 3 Self-check and 4” in page 90, 92, and 95
- 5) If you earned a satisfactory evaluation from the “Self-check” proceed to “ self-check-2 and self check 3 in page 91,94and 96 respectively.

LO4 Review implementation process and take corrective measures

Information Sheet-1	Developing and implementing review process
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1 Developing and implementing review process

1.1 Review process of a business operation

- Conducting an effective business review process ensures that your company operations produce the desired results in the most efficient manner.
- To conduct a business process review, assemble a team of people representing all levels of the organization affected by any changes to the current business process.
- Assembling the right people can help you identify problems, determine potential improvements, assign project managers, implement quick fixes and develop a long-term plan.

1.2 Business Process Review Tools:

During the implementation of business process review, the following tools should be used

- **Collecting Data:**
 - Auditing technological, administrative, external and human factors of the process;
 - Interviews and surveys to collect data from workers, managers and external contributors;
 - Analysing workflow charts, performance measures and appropriateness of controls;
 - Analysing process inputs: quality of raw materials, customer requirements, labour, etc.
 - Auditing applied regulations and standards for their compliance with actual performance;
- **Data Processing:**
 - Technical and methodical expertise carried out by appropriate specialists;
 - Qualifying and investigating existing problems to rank them;
 - Discussions with focus groups to conclude appropriate resolutions;
 - Researching possible ways to rectify situation and recommending them to organization;

1.3 Steps of a business process review

Step 1: Map your Current Process: list the critical business processes used to produce your products and services.

Step 2: Observe Processes in Action: review the documented business processes to ensure the details accurately reflect the way that business works.

Step 3: Identify Potential Changes: determine how the changes may impact current procedures. Observe personnel completing tasks to validate assumptions.

Step 4: Design a New Process: redesigning business processes involves ensuring that all processes for company functions align to current strategic goals.

Step 5: Evaluate your Implementation: the previous process review steps create a new process. Now, you need to measure operational activities, such as customer satisfaction, product defects or costs, to determine if improvements generated by your review have had an impact.

Self-Check -1**Written Test**

Directions: say true or false for the following question

1. Conducting an effective business review process ensures that your company operations produce the desired results in the most efficient manner.
A. True
B. False
2. **Map your Current Process:** list the critical business processes used to produce your products and services.
A. True
B. False
3. **Observe Processes in Action:** review the documented business processes to ensure the details accurately reflect the way that business works.
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.

2 Identify improvements in business operation

- **Business Process Improvement (BPI)** is an approach designed to help organizations redesign their existing **business** operations to accomplish significant **improvement** in production.
- **Effective Business Process Improvement (BPI)** helps to generate promising results in operational efficiency and customer focus.
- **Business process improvement (BPI)** is a systematic approach to help an organization optimize its underlying processes to achieve more efficient results.
- **Business process improvement (BPI)** is a management exercise in which enterprise leaders use various methodologies to analyse their procedures to identify areas where they can improve accuracy, effectiveness and/or efficiency and then redesign those processes to realize the improvements.

2.1 Preconditions for effective Improvement of Business Operations

- The four important items that must be in place in advance of an effective business process improvement effort are:
 - Providing the vision
 - Providing the skills
 - Providing the goals
 - Providing the rewards

2.2 Steps for improving business Operations

- The following seven major steps are simplified approaches to process improvement that any company can embrace and implement immediately.

Step 1: Create a process master. List each organizational process, and the suppliers, inputs, major process activities, outputs, customers and key metrics for each.

Step 2: Prioritize processes. Using the organization's strategic success criteria as weighting factors, determine how each process impacts their fulfilment and rank accordingly.

Step 3: Assemble the team. Include an executive sponsor, the process supplier, the process owner, process participants and the process customer.

Step 4: Create process models. Detail the flow of activities in the process and identify departments, resources, decision points and narratives where indicated for clarification.

Step 5: Perform root cause analysis. Using brainstorming, affinity diagramming, cause-and-effect diagrams, check sheets and Pareto analysis, identify the possible root causes of the problem.

Step 6: Address top causes. Have the team charter projects, as appropriate, to address the causes identified as most problematic during Pareto analysis.

Step 7: Re-measure. To validate the effectiveness of the solutions implemented as a result of the successful completion of the chartered projects, re-measure using check sheets.

Self-Check -2	Written Test
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Directions: chose the best answer for the questions .

1. The preconditions for business process improvement (BPI) include all except

- A. Providing the vision
- B. Providing the skills
- C. providing the goals
- D. providing the rewards
- E. all

2. Effective Business Process Improvement (BPI) helps to generate promising results in operational efficiency and customer focus.

- A. true
- B. false

Note: Satisfactory rating - 1 points

Unsatisfactory - below 1 points

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

Score = _____
Rating: _____

Answer Shee



3 Implementing and monitoring improvements

3.1 Implementing improvements for business effectiveness

- Implementing improvements for business effectiveness is in one way or the other an activity implementing **change**.
- **Change** is complex and dynamic. It involves moving or transforming from something familiar
- to something new.
- **Change** can be broad, affecting multiple practices or aspects of the program, or it might be narrow, affecting fewer practices. Regardless of the scale, change is a dynamic active and on-going process, rather than a single event.
- **The change process** can be understood and organized using defined steps and subsequent activities that are needed to move a concept into reality. As far as implementation of improvement in business operation is concerned, the following steps should be taken

Step 1: Exploration: the goals of the exploration stage are to identify the need for change, determine what innovation or set of practices are likely to meet that need, and to decide whether or not to move ahead with the implementation process.

Step 2: Installation: the goal of the installation stage is to build system capacity which will support the implementation of the new practices at selected sites.

Step 3: Initial Implementation: the goal of initial implementation is to put the new practices in place at selected implementation sites.

Step 4: Full Implementation: the goals of full implementation are to assure practices are used with high fidelity, and are achieving expected outcomes at all initial sites.

Stage 5: Expansion/Scale-up: the goal of expansion or scale-up is to increase the number of sites using the practices with fidelity.

3.2 Monitoring improvements for business effectiveness

- Monitoring improvements of a business involves keeping track of lots of moving parts.
- Most business activities involve multiple team members handling various aspects of the human resources at the same time.
- You have to monitor elements such as the budget, scope, schedule, resources and tasks to be completed.
- Accurate and effective monitoring helps you stick to your timeline and identify problems early in the process to ensure your project is a success

Self-Check -3**Written Test**

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

1. Implementing improvements in business in one form of change
 - A. True
 - B. False
1. Monitoring improvements of a business involves keeping track of lots of moving parts.
 - A. True
 - B. False

Note: Satisfactory rating - 2 points

Unsatisfactory - below 2 points

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

Score = _____

Rating: _____

Answer Sheet



List of Reference Materials

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2. Advanced institute of Management Research (May 2010): Review of Business process Improvement methodologies in public services, Engineering and physical sciences Research Council
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4. Avison, D.E., Fitzgerald, G. (1988), Information Systems Development, Blackwell Scientific Publications, Oxford, .Childe, S.J., Maull, R.S., Bennett, J. (1994), "Frameworks for understanding business process reengineering", International Journal of Operations & Production Management, Vol. 14 No.12, pp.22-34.
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8. Grover, V. (1999), "From business reengineering to business process change management: a longitudinal study of trends and practices", IEEE Transactions on Engineering Management, Vol. 46 No.1, pp.36-46.
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Hammer, M. (1990), "Reengineering work: don't automate, obliterate", Harvard Business Review, Vol. 68 No.4, pp.104-12. Hammer, M., Champy, J. (1993