

BASIC BUSINESS SKILLS COURSE

FOR

TRAINING OF

DRUG SHOP OWNERS AND SELLERS

FOR THE

MSH — UGANDA ADS INITIATIVE

BUSINESS MANAGEMENT CURRICULUM

By

Private Sector Foundation Uganda

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EXECUTIVE SUMMARY

Previously, the demand for Accredited Drug Shop (ADS) business training was met through continuous training and retraining of new and old owners and sellers using donor funds. However, through stakeholder engagement, the Strategic Drug Sellers Initiatives (SDSI) project proposed strategies to ensure the continued availability of ADS business training when the SDSI project ends.

The Private Sector Foundation Uganda (PSFU) was engaged to implement the strategy of ensuring that the ADS remain profitable and sustainable for generations to come. Under this arrangement, PSFU was responsible for ensuring that ADS owners and sellers acquire knowledge to support them in managing their businesses both sustainably and profitably. Activities to implement these strategies included the development of a Business Management curriculum and implementing the training-of-trainers (TOT) course designed to facilitate the implementation of the institutionalised programme for the selected institutions (Fort Portal International Nursing School [FINS] and the International Institute of Health Sciences [IIHS] Jinja). The curriculum was developed and a TOT course was implemented, followed by the institutionalised training programme, during which PSFU validated the trainers and provided on-site guidance and mentorship to the trainers to ascertain effective comprehension of the modules by the target beneficiary ADS.

The institutionalised programme provided an insight into further issues that need to be addressed; to address these, it is recommended that an “ADS Model Shop” TOT programme for mentorship and coaching be undertaken for the institutions to ensure that the trained ADS sellers implement the acquired skills and knowledge. It is also important to translate the manuals into local languages that are easily comprehended by the target beneficiaries.

This document provides “stand-alone” business modules that were employed in developing the curriculum as well as implementing the TOT training programme. The same modules were employed for the institutionalised programme for the target ADS.

PART A: TRAINERS' GUIDE/MANUAL

1.0 Introduction

1.1 Summary of the Curriculum

The training curriculum is divided into six main modules that are presented in order of recommended delivery, each module building on a preceding module if used for a comprehensive full course lasting five days. Each module contains session building blocks that are presented through a step-by-step process guided by proposed methodology for each session.

1.2 Target Participants/Groups

The target participants are the owners and sellers of the drug shops.

1.3 Objectives of the Curriculum

The overall objective of the curriculum is to ensure that the ADS owners and sellers acquire, master, and put into practice effective business management principles to enable them make their businesses profitable and consequently sustainable.

The objectives of the curriculum to ADS owners and sellers are to:

1. Help ADS owners and sellers assess their business environment and the status of their business performance and improve them
2. Equip ADS Owners and sellers with basic business and financial management knowledge and skills to enable them run effective and profitable businesses
3. Boost ADS owners' and sellers' understanding of family business management dynamics

2.0 Training Process and Methods

2.1 Adult Learning: Training versus Teaching

The business management skills training focuses on training; training implies a narrower focus than teaching and possibly a shorter time frame and repeating the same until one gets the skills he/she was trying to acquire.

The definitions for teaching, by contrast, imply deeper knowledge and a longer time frame. Both the TOT and the institutionalised programme adopted training because of the short time frame.

2.2 Running the Training Session

Each module is divided into sessions, and each session begins with a review of the previous session and a short introduction and definition of the session title. The sequence of each session was in five steps, as follows:

- i. Step 1: Introduction of Key Concepts and Discussions
- ii. Step 2: Further Explanations
- iii. Step 3: Learning Activity
- iv. Step 4: Learning Highlights

2.3 Selection and Use of Icebreakers

Since the training is for adults, icebreakers are employed to keep the participants attentive and focussed on the training.

2.4 Training Methods

- Brief lectures
- Brainstorming
- Group Discussions
- Case Studies
- Practical Application
- Questions and Answers
- Role Playing
- Scenario Setting

3.0 Module by Module Delivery Schedule

PART B

BUSINESS SKILLS CURRICULUM FOR ADS: HIGHLIGHTS OF ADDITIONS

Summary of Course

This course aims at equipping Accredited Drug Shop (ADS) owners and sellers with essential business and financial Management skills that will enable them run profitable and sustainable businesses. The Drug shop business has a dual purpose; i.e. making money while saving lives. These two are mutually reinforcing and need equal attention, as neither can be met successfully without the other.

Module	Duration	Objectives	Justification For Including The Module
<p>1. Personal Finance management</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • <i>The definition of Personal finance</i> • <i>Importance of Managing Personal Finance</i> • <i>Individual Goal Setting and Visioning</i> • <i>Financial Goals</i> • <i>Achieving Financial Goals through Planning</i> • <i>A Planning Approach</i> • <i>The Building Blocks of Success</i> 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To learn how to formulate their Personal Financial Management plans • To begin documenting and reviewing monthly personal financial incomes and expenditures so as not to affect the businesses 	<p>The ADS businesses are very closely tied to the personal finance practices of the owners so it is important to improve owners' personal financial management skills.</p>

<p>2. Family Business Management</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • <i>What is family business, its uniqueness and the respective challenges?</i> • <i>What is role of family business in drug shop businesses?</i> • <i>Who are the family business stakeholders and is there need for Management?</i> • <i>What is the competitive world in which family businesses operate?</i> • <i>What is Family Business Succession Planning and how does it enhance drug shop success?</i> 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To identify unique features of family businesses • To learn remedies for family business challenges • To develop governance tactics to successfully compete in the complex business world 	<p>Drug shops are mainly opened up by the family (husband or wife) and the need to learn how to successfully operate a family business</p>
<p>3. Understanding/assessing your business</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • <i>Business as a separate entity</i> • <i>Business environment</i> • <i>Establishing a competitive edge</i> • <i>Setting business goals</i> 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To improve participants' understanding of business. • To enhance ADS owners' ability to adjust to the business environment • To help ADS owners manage business operations profitably and sustainably • To help ADS owners plan how to achieve business goals and identify ways of establishing a competitive edge 	<p>Helps reflect on the state of the business' operations and to begin planning for business goals.</p>
<p>4. Business Sustainability</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • <i>Business sustainability and importance</i> • <i>Key basics in business sustainability</i> • <i>The business success</i> • <i>Set sustainable objectives</i> 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To help ADS owners make decisions that will help the drug shop endure and survive in an environment into the future. 	<p>The module saves the drug shop owner from challenges that come with immature business failure including; death of business, loss of property as well as death of business stakeholders</p>

<p>5. Record keeping</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • Documents used in record keeping • Advantages and disadvantages of record keeping • Ways in which records are kept without keeping records • What do while keeping records 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To learn the costs and benefits of keeping records. • To develop basic record keeping abilities through practical case study exercises. • To understand that keeping records in itself is a waste of time if records are not appropriately USED. • To learn that the benefits from using them must outweigh the costs of keeping them 	<p>Record keeping helps owners to assess drug shop performance, review a patient's health history, and identify where changes can be made to improve business profitability and patient's health.</p>
<p>6. Book Keeping</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • Benefits of keeping proper books of accounts • Terminologies used in Book keeping • Preparations of books of Accounts • Documents used in Book keeping • Calculation of profit or loss from the business 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • The meaning of book keeping, benefits of book keeping and some terminologies as used in Book keeping 	<p>Book keeping will help owners monitor how the business is performing financially</p>
<p>7. Stock management</p> <p><i>Content</i></p> <ul style="list-style-type: none"> • Definition stock management • Stock control: FEFO and FIFO Methods • Dispensing log and stock cards • Disadvantages of Overstocking and Under stocking • Stocktaking in practise 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To learn the importance of purchasing the stock that is needed by the clients • To learn how to control stock levels 	<p>Get to know when to restock and what stock moves fast or slow; ensure quality essential medicines are consistently available in ADS</p>

8. Marketing	2Hrs 30mins	<ul style="list-style-type: none"> To identify, assess and exploit market opportunities available to them to enhance / improve their businesses. 	Sell the business, acquire and retain customers	
Content <ul style="list-style-type: none"> Importance of marketing and selling to the drug shop. Marketing and selling ethics 7Ps of Marketing to the drug shop 				
9. Customer care	2Hrs 30mins	<ul style="list-style-type: none"> TO learn the benefits of treating customers well. To learn how to handle difficult customers To understand how to get feedback from clients 	Providing good customer service	
Contents <ul style="list-style-type: none"> Communication as a tool to enhance customer service Dealing with customer complaints and handling problematic customers 				
10. Pricing and Costing	2Hrs 30mins	<ul style="list-style-type: none"> To learn to price their drug shop products at the optimal level: a price affordable to buyers, yet profitable to the owners 	The module helps drug shop owners to get the right prices for their products so as to maximise profits, growth and sustainability of the business	
Contents <ul style="list-style-type: none"> Pricing Strategies Factors affecting Pricing Decisions 				
11. Assessing Finance to Meet Business goals	2Hrs 30mins	<ul style="list-style-type: none"> To make the right financial decisions to running their businesses 	The module helps drug shop owners to know the right financial combinations	
Contents <ul style="list-style-type: none"> Financial needs of a business Capital Supplier credit loans 				

<p>12. Ethical and Responsible Business Practices</p> <p><i>Contents</i></p> <ul style="list-style-type: none"> • <i>Common unethical business behaviour</i> • <i>Ethics as an asset</i> • <i>Responsibility to the Community</i> • <i>Standards</i> • <i>Government Policy</i> 	<p>2Hrs 30mins</p>	<ul style="list-style-type: none"> • To distinguish between ethics, morals, codes of conduct and the law. • To understand the ethical dilemmas facing drug shop owners. • To explore models that supports ethical decision making and their limitations. • To be aware of different ideas and their implications. 	<ul style="list-style-type: none"> • The module will help the drug shop owner to understand ethical components of decision making • Draw upon a range to aid ethical decision-making and apply the knowledge of ethics to everyday
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