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Foreword

The Journal of Policy and Leadership is published bi-annually (January and June) to advance the study and practice of leadership, policy and public management through publication of articles written by researchers and academicians well informed on the respected fields.

The main purpose of the journal is to bring together a compendium of papers that draw on the Tanzanian and larger African context to advance the science of leadership, policy and public management. By focusing on theory-guided research, we hope to not only stimulate a great integration of leadership, policy and public management but also to propose constructive alternatives and/or future research agendas to guide works in leadership and policy management in Tanzania and Africa.

CONTENTS

The Effect of Business Management Practices on the Performance of Small Scale Businesses Owned by Women in Tanzania

Elizabeth M. Msoka [1]

Abstract

Despite the effort of government and development agencies to promote the economic position of women through supporting their business effort, there seems to be very little progress. This paper examines the effect of business management practices on the performance of small scale businesses owned by women in Dar es Salaam Region. The study utilised a case study design from a sample of 84 respondents. Data was collected through the use of questionnaires, focus group discussion guides and interview guides. The findings of the study reveals that business management practices have significant positive effect on performance of women owned enterprises. The study found out that business management practises help women in making business plans, to know the products they deal and how to deliver them to the customers, the practice of making budgets, help in guiding how to secure trade products, paying rent, spending and paying interest on loans among others. Basing on the study findings, this study recommends that women dealing with small scale business need training on how to improve their management, change their entrepreneurial behaviours and be able to adopt new attitudes that will enable them to achieve growth of their enterprises.

Key words: Effect, Business Management Practices, Performance, Small Scale Businesses, Women

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Introduction

Women entrepreneurship has been recognized during the last decade as important untapped source of economic growth (URT, 2003). Women entrepreneurs create new jobs for themselves and others and also provide society with different solutions to management, organization and business problems as well as to the exploitation of entrepreneurial opportunities. However, women entrepreneurs are experiencing significant upward movement in terms of business growth. The growth rate of their microenterprises is very low and, indeed much lower than that of male-owned enterprises. Very few women entrepreneurs manage to develop their micro enterprises to small, medium firms and large enterprises. For instance, in the Tanzania National Baseline Survey Report (2012), it was estimated that about 2.75 million micro, small and medium enterprises (MSMEs) exist in Tanzania with enterprise density being much higher in urban than in rural areas. The findings of the survey show that there is slightly more women than men (54% women versus 46% men) own and run their own businesses but the high proportion of women owned businesses are microenterprises while men dominate the ownership of small and medium enterprises. The limited performance of women entrepreneurs impedes them from creating decent work, or meaningful and sustainable jobs and enterprises that are able to withstand the challenges posed by free market economy.

Although, studies have demonstrated need of high achievement among women entrepreneurs, most women owned enterprises in Africa continues to experience poor performance, thus unable take their enterprises beyond the micro-level. For instance, a study by Nchimbi (2002) found that less than 40 percent of the Tanzanian women demonstrated a “high need for achievement” and a desire to grow. Instead they tend to approach growth slowly, often preferring to own multiple micro-enterprises, rather than to invest in the growth of only one. Many factors could contribute to this tendency. Some previous studies show that women are lacking management skills. A study by Schein (1975) & Bekele and Worku (2013) found that women were perceived to be lacking characteristics, attitudes, and temperament necessary for management positions.

The findings by Schein (1975) and Bekele and Worku (2013) is further complemented by theories of human capital, social network, organizational ecology which altogether advocate against women entrepreneurs as they all argue that women entrepreneurs are more inclined than men to invest their time into managing both family relationship and business where as men invest more time into business and hence becoming more successful and less riskier (Brush, 1992; Morduch, 1999; Williamson, 1995; Tigges & Green, 1994). The finding of this study could have a great impact to women enterprises performance because an ability of an enterprise to survive is linked with management qualities. This paper examined effect of the business management practises on the performance of small scale businesses owned by women in Tanzania. The paper provide new light on how business planning, inventory control and accounting skills helped women under study to sustain their businesses.

Literature Review

Business Management Practises and Performance of Enterprises

Business planning is a requisite skill for running a business successfully. Formal business plans have not consistently been found to be associated with increased business success. Formal business plans tend to be a tool for the exploitation of existing ideas, rather than for creative discovery of new ones. Nevertheless they can offer a way to analyse and systematise an entrepreneur's intentions. Business plans may also be useful when applying for finance. Part of the business planning process is likely to include market research (Meager, 2011). Basing on this literature, the study investigated the business planning of the women under study and how they helped to sustain their businesses.

Budget making is an important financial practice in business management. According to Shapiro (2001) a budget is an estimate, or informed guess, about what will be needed in monetary terms to do work. The budget is an indispensable financial management tool. Without a budget, it is like a pilot navigating in the dark without instruments. Usually, the budget tells how much money is needed to carry out activities, forces rigorous thinking through the implications of activity planning and the budgeting process at times forces rethinking of action plans. Still if used properly, the budget tells when certain amounts of money to carry out your activities will be needed, enables monitoring of income and expenditure and identifies any problems. The budget is a basis for financial accountability. This literature guided the study in establishing how the business women carried out budgets in order to sustain their businesses. Any business organisation requires financial management. Proper financial management helps in making effective and efficient use of resources and being able to prepare for long- term financial sustainability.

Financial management means properly recording all of the monetary (and some nonmonetary) transactions, reporting those transactions in standard forms that show the financial position and performance and ensuring that funds are safeguarded and used prudently, now and in the future. It also involves accounting, information management and planning. Sound financial management requires careful tracking and prudent management of financial resources and cash flows (Terry, 2009). This helped the study to analyse the financial management of the business women in the sustenance of their businesses.

In business management, inventory control is very crucial. Inventory control is managing the stock that is already in the store. That is: knowing what products are “out there” and how much you have of each item, knowing exactly where each piece of each product is located in your warehouse, ensuring that all inventory remains in usable condition and storing products (Schreibfeder, 2011). According to Hedrick *et al*., (2002), there are several proven methods for inventory control. These include, Visual control which enables the manager to examine the inventory visually to determine if additional inventory is required, Tickler control enables the manager to physically count a small portion of the inventory each day so that each segment of the inventory is counted every so many days on a regular basis and Click sheet control enables the manager to record the item as it is used on a sheet of paper. Such information is then used for reorder purposes. Basing on this literature the study investigated how the business women took account of their stock and how this helped them to sustain their businesses.

In business management, there is need for accounting. Accounting is important because financial information is needed before any economic decision is made. Financial accounting information focuses on actual events. For the purpose of decision making, the past is used as a guide to future estimates of the consequences of different alternatives. Accounting helps in identifying, measuring, recording and communicating economic information to permit informed judgements and economic decisions (Hoggett, 2003). Financial capabilities are common reasons for business failure: including low-quality accounting records, poor cash flow management and using inappropriate sources of finance. Resource control is also reported to be ‘very important’ or ‘essential’ by a larger proportion of self-employed managers (Felstead *et al*., 2007). This guided the investigations of the study in establishing how accounting enabled successful planning for businesses.

Methodology

This study adopted a case study design. A case study is a holistic inquiry that investigates a contemporary phenomenon within its natural setting. This method involves collection of in-depth and detailed data that is rich in content and involves multiple sources of information including questionnaire, interviews, documents and reports. The multiple sources of information provide the wide array of information needed to provide an in-depth picture (Harling, 2002). This design gives an intensive, descriptive and holistic analysis of a single entity. This design was selected because it uses smaller samples for in depth analysis and it is concrete and contextual (Burns, 2000).

The study was conducted in three municipalities of Dar es Salaam region, Tanzania. The region was purposefully selected due to two main reasons, namely**,** Large number of women Micro and Small Enterprises are located in Dar es Salaam. In addition to the above reason, Dar es Salaam was chosen because is a most important industrial and commercial city in Tanzania mainland.

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey. The sample of the study was 82 respondents. These included 8 Key informants and 74 women involved in small businesses. The sample was selected using both simple random sampling and purposive sampling techniques.

A simple random sample is a subset of individuals (a sample) chosen from a larger set (a population). Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each individual has the same probability of being chosen for the sample as any other individuals (Yates, 2008). For purposive sampling, this was used because it helped in selecting typical and useful people that would give relevant data. Purposeful sampling selects information rich cases for in – depth study (Onen, 2005). Purposeful stratified sampling was used in selecting the key informants who were the branch managers and their assistants.

The study used both quantitative and qualitative research data collection methods. Quantitative research focuses is on carefully operationalising concepts and variables mean. Qualitative research methods provide more emphasis on interpretation and providing predictive measures. This is through analysing statistics. For qualitative methods, these provide a depth of understanding. Data collected is more informative, richer and offers enhanced understandings. Qualitative methods focus on the meanings, traits and defining characteristics of events, people, interactions, settings/cultures and experience through the use of interviews and open response questionnaires (Tewksbury, 2009).

Data was collected from the field using questionnaires, direct interviews and focus group discussion. Questionnaire was the main research instrument. The questionnaire was preferred as an instrument of research because for some respondents it could be self administered, had identical set of items for all respondents, produces less errors, ensures confidentiality as respondents are free from the influence of the researcher especially those who filled it on their own and respondents had the chance to answer in their convenient time (Burns, 2000). Most items were based on a five-point Likert scale for quantitative analysis. Likewise, a focus group discussion (FGD) is a rapid assessment, semi-structured data gathering method in which selected set of participants gather to discuss issues and concerns based on a list of key themes drawn up by the researcher/facilitator (Kumar 1987). Focus group discussions were conducted with small-scale women entrepreneurs in Dar es Salaam Region. A total of 5 FGD's in groups of 10 women entrepreneurs were conducted. These were conducted basing on a judgmental sample. In the researcher's opinion, by the judgemental sample this size was considered a sufficient population (Salant & Dillman, 1994). Further, **i**nterviews were used for the key informants during data collection. Face-to-face interviews were considered appropriate because of their plasticity. Not only can questions be adapted to the context of each interview, but also the respondent feels motivated (Mugenda & Mugenda 1999); having someone's attention, being asked to talk about oneself, the originality of experience, and also the difficulty of saying no to someone asking something in person. This method was helpful, particularly with respondents who were less motivated to make the effort to respond fully because of tight schedules or other unknown reasons. The instrument used was the Key informant interview guide/schedule.

Quality Control Methods

Validity refers to truthfulness of findings, accuracy and quality of instruments used to obtain data about the phenomenon under study. Content Validity which Refers to the extent to which a measure represents all aspects of a given social concept (Sushil & Verma, 2010) was measured under this study. The researcher ensured the instruments had adequate traits

through consultations with the researcher's supervisor, colleagues and two research consultants. The research expert helped in strengthening the validity of the research instruments. Content Validity Index was used to test the validity of the instruments. The test of content validity was established through inter judge with two research consultants.
The formula was;

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100$$

The CVI for the questionnaire obtained was obtained at 0.906 .CVI for the focus group discussion was attained at 0.85 and for the interview guide at 0.75. The results proved that the instruments were valid since they were all above 0.70. Amin (2004) observes that in a survey, the least CVI recommended in a survey study should be 0.70 (or 70%). Some adjustments were made to make the questions more valid.

Reliability means the extent to which results are consistent over time. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Joppe, 2000). Guba & Lincoln (1989) call it credibility, transferability, dependability, and conformability. For qualitative data, the strategies used to obtain reliability were; peer debriefing, prolonged engagement and audit trails. The researcher tried to be responsive and adaptable to the respondents, holistic and ensure processional immediacy. Data was systematically checked, focus maintained and there was identification and correcting errors (Morse, 2003). Reliability Analysis Scale (Alpha co-efficient) was established to measure reliability using SPSS (13.0). The instruments were found to be reliable in this study at (α) .9257 and there were few adjustments to improve them.
A reliability of (α) .70 indicates 70% consistency in the scores that are produced by the instrument (Siegle, 2002). The researcher used Alpha co-efficient because of it being easy and automatic to apply for it fitted a two or more point rating scale. Fifteen questionnaires of the pilot study based on the Likert five-point scale, were distributed to the respondents.

The collected data was analysed depending on the nature of the data. For Qualitative data, it was sorted by checking for any errors and analysed as postulated in the research objectives. Patterns and connections within and between categories were identified. It was interpreted by composing explanations and substantiating them using the respondents open responses. While analysing qualitative data, conclusions were made on how different themes/variables are related. Quantitative data was processed and analysed using three processes; editing, coding and tabulation. It was entered and analysed using a Statistical Package for Social Scientists 13.0 (SPSS) program. Hypotheses was analysed with Pearson's correlation coefficient index (Pcc) using the computer. The index measures the degree and direction of the relationship between two variables X and Y; that is, entrepreneurship skills and the performance of small scale Businesses. For descriptive data, analysis involved use of frequency tables according to the variables under study.

Result and Discussion

Profile of Respondents

Entrepreneurial performance is usually associated with education attainment. The main reason for including this variable is to establish whether there is strong relationship between the level of education and the ability to manage business. Storey (1994) argued that, as an enterprise management tool, the level of education possessed by the business owner may not necessarily be an end in itself, but it can enhance the entrepreneur's motivation and ability to use a number of skills that are useful in managing enterprises. In this study, it was found that the majority of respondents (41.1%) had attained primary education, (30.1%) had attained secondary education, 5.5% had attained post secondary education and 23.3% had non-formal. These characteristics represent a true picture of many entrepreneurs in Tanzania, where by many women owning micro and small enterprises have low level of education. This is could one of the factor on poor management of enterprises among women.

Majority of respondents (45.2%) were married, (20.5%) were single, (19.2%) were separated, (8.2%) were divorced and 6.8% were widowed. Analysis of these results demonstrates that majority respondents have family responsibilities so it is difficult for the them spend much of their time in managing the business as well getting opportunity to attend training. Therefore, this helped the study in obtaining appropriate information in relation to the management of the businesses as these determine the skills of women entrepreneurs.

Business Management Practices and Performance of Enterprises

This study sought to investigate the effect of the business management practices on the performance of small scale businesses owned by women in urban areas. It was analysed along the research hypothesis that stated that business management practices affect the performance of small scale businesses owned by women in urban areas. The research question that sought to establish the effect of the business management practices on the performance of small scale businesses owned by women in urban areas guided the study. Test statistical results and descriptive statistics from the questionnaires were backed by information from the open ended questions of the research questionnaire and the interview schedule for qualitative data.

The study looked at whether business plans are important in the running of the businesses, budget making, recording all of the monetary transactions, inventory control and accounting. This were studied in relation with their effect on securing of finances and marketing, monitoring of income and expenditure, proper use of business finances and enabling successful planning for the business.

Hypothesis 2 Test Statistics: Business management practices affect the performance of small scale businesses owned by women in semi urban areas

Hypothesis test was carried out on the Null Hypothesis (Ho) which stated that, business management practices have no effect on the performance of small scale businesses owned by women in urban areas. The Research Hypothesis (H2) from which the alternative hypothesis was derived stated that business management practices affect the performance of small scale businesses owned by women in urban areas. The results of this hypothesis are presented using Pearson correlation co – efficient between the index of business management practices and performance of small scale businesses. The Findings are summarised in Table 4.4.

Table 4.1: The Correlation between business management practices and the performance of small scale businesses

		Business management practices	Performance of business enterprises
Business management practices	Pearson Correlation	1	.428
	Sig. (2-tailed)	.	.000
	N	73	73
performance on performance of business enterprises	Pearson Correlation	.428	1
	Sig. (2-tailed)	.000	.
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.1 shows that the value of the co – efficient equals to .428. This value being positive, it means that business management practices have a positive relationship with the performance of business enterprises. The sig. value for the correlation is equal to .000 which is less than the level of significance (.05) which leads to the acceptance of the alternative hypothesis, that business management practices have effect on the performance of small scale businesses. Thus the results indicate that business management practices have an effect on the performance of small scale businesses owned by women in urban areas. Below are the descriptive data of the respondents and qualitative data obtained from the interviews and focus group discussions. Below information are basing on the functions commonly used in management of business for a business success.

Business plans

For any business to be successful there is need for a business plan. The business plan helps in the securing of finances and market for the business. When the respondents were asked if in the running of a business, a business plan was important, the majority of the respondents 65.8% and 19.2% strongly agreed and agreed respectively. Only 11.0% were undecided, 1.4% disagreed and 2.7% strongly disagreed. The respondents were also in agreement when they were asked if business plans helped in securing of finances and marketing. The majority of 39.7% and 19.2% agreed and strongly agreed respectively while 23.3% disagreed, 4.1% strongly disagreed and 13.7% were undecided.

However, during the focus group discussions majority of the respondents indicated that they did not make business plans. They indicated that what determined was capital for entry into business. As long as one had capital to continue buying the necessary merchandise for the market, they kept in business. They generally indicated that all they needed was working hard. One among the interviewed respondents stated that;

Box1

I think having capital and working hard are more important things in business. The kinds of business women own are still very small so I do not see the important of having business plans. Another thing is that majority of women owning small businesses do not have enough knowledge on how to prepare business plan

(Kimara Baruti, 2017).

However, during the interviews, the key informants indicated that it was necessary for the business women to make business plans. Accordingly, they need business plans like market plans for instance to plan to keep stocks for the market when commodities are scarce especially for specific seasonal foods like millet and maize such that they earn more from them. That they also need plans on how conduct their businesses, the products they deal and how to deliver them to the customers. The credit officers indicated that a business individual with a business plan can easily secure a loan when presented to the bank. One respondent indicated that they do not need detailed plans but a sketch of what they do, when they do it and how they do it such that they follow a programme which helps them to run their business smoothly. The finding that business individuals need business plans is supported by other scholars. Meager, (2011) expounds that business planning is a requisite skill for running a business successfully. Accordingly formal business plans offer a way to analyse and systematise an entrepreneur's intentions. Besides, business plans may also be useful when applying for finance. This as with the finding of the study thus shows that business planning is paramount for the success of a business.

Budgeting and monitoring of income and expenditure of the business

Proper usage of money requires budgeting. The study then looked at the importance of the budgeting in the running of business by the business women. On this item, the respondents were first asked to tell if they made budgets in the running of their businesses. On this item, the majority of the respondents 42.5% agreed, 20.5% strongly agreed and 26.0% were undecided. Those who disagreed were 8.2% and 2.7% strongly disagreed. When asked if budget making helped in monitoring of income and expenditure of the business, the majority of the respondents 49.3% strongly agreed, 20.5% agreed and 8.2% were undecided. Those who strongly disagreed were only 16.4% and 5.5% disagreed. Since most of the respondents were in agreement, this means that a budget helps in monitoring of income and expenditure of the business hence its success. During the focus group discussions, all the respondents indicated that they budgeted for their business. They indicated that they make budgets for money for securing trade products, paying rent, spending on their families and interest on loans among others. Their budgets also included, budgeting cash required for necessary labour and materials, expected profit and how to expand their sales. One respondent stated that, “If you do not budget, you may fail to have money to plough back in the business.” The views presented here show that in the running of businesses there is need for budgeting.

The finding that in the running of businesses there is need for budgeting is agreed to by other scholars. According to Shapiro (2001) a budget is an essential financial management tool and without one, it is like a pilot navigating in the dark without instruments. Accordingly, the budget tells how much money is needed to carry out activities, forces rigorous thinking through the implications of activity planning and the budgeting process at times forces rethinking of action plans. He further explains that the budget tells when certain amounts of money to carry out activities will be needed, enables monitoring of income and expenditure and identifies any problems. This as with the finding of the study shows that in the running of businesses there is need for budgeting.

Recording all of the monetary transactions and proper use of business finances

In the running of a business, proper recording all of the monetary transactions of the business is important. This because proper recording of all the monetary transactions of the business leads proper use of business finances. Regarding the importance of carrying out of proper recording of all the monetary transactions of the business, the majority of the respondents of 49.3% strongly agreed, 30.1% agreed and 6.8% were undecided. Those who disagreed were 8.2% and 5.5% strongly disagreed. The respondents also agreed that carrying out proper recording of all the monetary transactions of the business leads proper use of business finances. This is because the majority of 49.3% strongly agreed, 20.5% agreed and 8.2% were undecided. Those who disagreed were 5.5% and 16.4% strongly disagreed. This means that in the running of a business, proper recording of all the monetary transactions leads proper use of business finances.

Whereas during the focus group discussions many respondents indicated that they did not make recording in the making of transactions, those indicated that they carried out recording indicated that it was important for their business. They indicated that they recorded debtors, stock purchased, stock sold out and profits generated. Accordingly this was important for they kept track of the progress of their businesses and because of this easily established if the business is collapsing or growing. The finding that in the running of a business, proper recording of all the monetary transactions leads proper use of business finances is agreed to by other scholars. According to Terry (2009), proper financial management helps in making effective and efficient use of resources and being able to prepare for long- term financial sustainability. Accordingly, financial management means properly recording all of the monetary (and some nonmonetary) transactions, reporting those transactions in standard forms that show the financial position and performance and ensuring that funds are safeguarded and used prudently, now and in the future. Sound financial management requires careful tracking and prudent management of financial resources and cash flows. This leads to proper use of business finances as established by the study.

Inventory management and sustenance of the business

On this item, the study looked at inventory management in the running of the businesses and if this helped in the sustenance of the business. When asked if they carried out inventory in the running of their businesses, the larger number of the respondents 34.2% agreed and 20.5% strongly agreed. Those who were undecided were 30.1% and 15.1% disagreed. Regarding if carrying out inventory in the running of the business helps in the sustenance of the business, the respondents were in agreement. The majority of 38.4% and 20.5% agreed and strongly agreed, 26.0% were undecided, 11.0% strongly disagreed and 4.1% disagreed. According to this data, inventory management in the running of the businesses helps in the sustenance of the business.

In the focus group discussions the respondents indicated that they carried out inventory by counting and recording the stock in their business. They indicated that they carried out inventory to establish what they lacked in their businesses, what not to add in their businesses because of the trend at which the product is bought and to establish the amount of capital held in stock. Accordingly, this helped them to run their businesses for because of this they planned properly. The views expressed here show that inventory management in the running of the businesses helps in the sustenance of the business.The finding that inventory management in the running of the businesses helps in the sustenance of the business is attested to by other scholars. According to Schreibfeder (2011) inventory control helps in knowing what products are “out there” and how much you have of each item, knowing exactly where each piece of each product is located in your warehouse, ensuring that all inventory remains in usable condition and storing. Hedrick *et al*., (2002) indicates that there are several proven methods for inventory control. These include, Visual control which enables the manager to examine the inventory visually to determine if additional inventory is required, Tickler control enables the manager to physically count a small portion of the inventory each day so that each segment of the inventory is counted every so many days on a regular basis and Click sheet control enables the manager to record the item as it is used on a sheet of paper. Such information is then used for reorder purposes. This as with the finding of the study shows that inventory management helps in the sustenance of the business.

Accounting and planning for the businesses

On this item the respondents were asked to tell if accounting was important for small businesses. On this item, the majority of the respondents 65.8% strongly agreed, 28.8% agreed, 2.7% were undecided and 2.7% disagreed. As to whether aaccounting enabled successful planning for the business, the majority of the respondents 65.8% strongly agreed, 19.2% agreed, 11.0% were undecided, 1.4% disagreed and 2.7% strongly disagreed. Since most of the respondents were in agreement on this item, this means that accounting enables successful planning for businesses. The finding that accounting enables successful planning for businesses is agreed to by other scholars. Hoggett (2003) the accounting is important for purpose of decision making. Accordingly, the past is used as a guide to future estimates of the consequences of different alternatives. Accounting helps in identifying, measuring, recording and communicating economic information to permit informed judgements and economic decisions. Financial capabilities are common reasons for business failure: including low-quality accounting records, poor cash flow management and using inappropriate sources of finance. Resource control is also reported to be ‘very important’ or ‘essential’ by a larger proportion of self-employed managers (Felstead *et al*., 2007). This as with the finding of the study shows that accounting enables successful planning for businesses.

Conclusion and recommendation

Business management practices affect the performance of small scale businesses owned by women. Making business plans help the businesses women to plan how conduct their businesses, the products they deal and how to deliver them to the customers. The practice of making budgets also helps in the running of business by the business women. Budgets help in guiding how to secure trade products, paying rent, spending and paying interest on loans among others. Also proper recording of all the monetary transactions of the business is important. Recording helps track of the progress of businesses helping decide what action to take. Carrying out inventory control helps in the running of the businesses. Inventory control helps to establish what is lacking in the businesses, what not to add and establishing the amount of capital held in stock. Basing on the findings this study recommends that, small scale businesswomen need training in business planning such that they know how to conduct their businesses, the products they deal and how to deliver them to the customers. They need budget skills such that they are guided on how to secure trade products, paying rent, spending and paying interest on loans among others. Learning proper recording helps them to track the progress of their businesses. They also need to be taught inventory control such that they are able to establish what is lacking in the businesses, what not to add and establishing the amount of capital held in stock.

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