



REPUBLIC OF KENYA

**NATIONAL OCCUPATIONAL STANDARDS
FOR
BUSINESS MANAGER**

LEVEL 5



**TVET CDACC
P.O. BOX 15745-00100
NAIROBI**

First published 2018

Copyright © TVET CDACC

All rights reserved. No part of these Occupational Standards may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods without the prior written permission of the TVET CDACC, except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law. For permission requests, write to the Council Secretary/CEO, at the address below:

Council Secretary/CEO

**TVET Curriculum Development, Assessment and
Certification Council**

P.O. Box 15745–00100

Nairobi, Kenya

Email: cdacc.tvet@gmail.com

©TVET CDACC 2018

Table of Content

Table of Content.....	i
Acronyms	vii
Key to Unit Code.....	viii
Course Description.....	ix
Basic Units of Competency.....	1
Demonstrate Communication Skills.....	2
Demonstrate Numeracy Skills.....	9
Demonstrate Digital Literacy	18
Demonstrate Employability Skills.....	26
Demonstrate Environmental Literacy.....	44
Demonstrate Occupational Safety and Health Practices ...	50
Common Units of Competency.....	58
Manage Business Research and Development	59
Core Units of Competency.....	68
Coordinate Human Resource Functions.....	69
Maintain Customer Experience	84
Carry Out Corporate Image Strategies	96
Maintain Business Assets and Liabilities	107
Control Business Risks.....	116
Coordinate Information Communication Technology	126

FOREWORD

The provision of quality education and training is fundamental to the Government's overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya's development blueprint, Vision 2030 and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution of Kenya 2010 and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Business Manager. These Occupational Standards will also be the bases for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the Business management sector's growth and development.

**PRINCIPAL SECRETARY
VOCATIONAL AND TECHNICAL TRAINING
MINISTRY OF EDUCATION**

PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labor force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Business Management Sector Skills Advisory Committee (SSAC) have developed these Occupational Standards for Business Manager. These standards will be the bases for

development of competency-based curriculum for Business Manager Level 5.

The Occupational Standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Business management SSAC, expert workers and all those who participated in the development of these Occupational Standards.

**PROF. CHARLES M. M. ONDIEKI, PHD, FIET (K), CON.
ENG. TECH.
CHAIRMAN, TVET CDACC**

ACKNOWLEDGMENT

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Business Management Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I thank all the individuals and organizations who participated in the validation of these Standards.

My gratitude also goes to the Ministry of Commerce which enabled the development of these Standards through the industry experts.

I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

CHAIRMAN

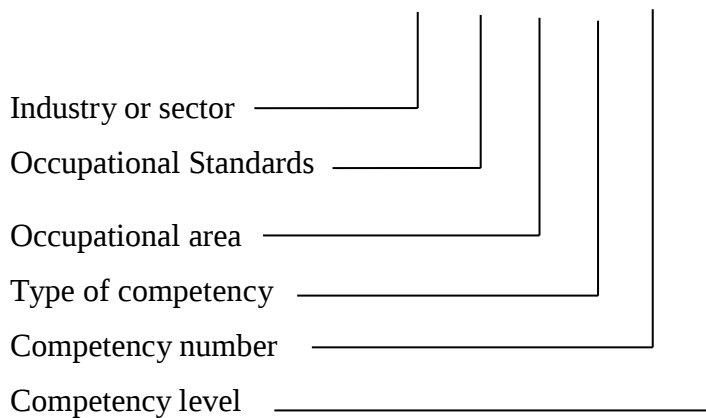
BUSINESS SECTOR SKILLS ADVISORY COMMITTEE

ACRONYMS

TVET	Technical and Vocational Education and Training
CDACC	Curriculum Development, Assessment and Certification Council
ICT	Information Communication Technology
SWOT	Strength Weaknesses Opportunities and Threats
IPR	Intellectual Properties Rights
QMS	Quality Management System
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
ERM	Enterprise Resource Management
ERP	Enterprise Resource Planning
SOP	Standard Operating Procedures
PR	Public Relations
ISO	International Standards Organization

KEY TO UNIT CODE

BUS /OS /PM /BC /01/ 6



COURSE DESCRIPTION

The Business Manager Certificate Level 5 Qualifications consist of competencies that an individual must achieve to enable him/her to perform business management. The qualification consists of the following basic, common and core competencies:

Basic Competencies

1. Demonstrate communication skills
2. Demonstrate numeracy skills
3. Demonstrate digital literacy
4. Demonstrate employability skills
5. Demonstrate environmental literacy
6. Demonstrate occupational safety and health practices

Common Units of Competency

1. Manage business research and development

Core Competencies

1. Coordinate human resource functions
2. Maintain customer experience
3. Carry out corporate image strategies
4. Maintain business assets and liabilities
5. Control business risks
6. Coordinate information communications technology

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: BUS/BM/BC/01/5

Unit Description

This unit covers the competencies required to gather, interpret and convey information in response to workplace requirements.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Use whole numbers and money up to one hundred thousand for work	1.1 Specific and relevant information is accessed from <i>appropriate sources</i> 1.2 Effective questioning, active listening and speaking skills are used to gather and convey information 1.3 Appropriate <i>medium</i> is used to transfer information and ideas 1.4 Appropriate non- verbal communication is used 1.5 Appropriate lines of communication with supervisors and colleagues are identified and followed

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	1.6 Defined workplace procedures for the location and storage of information are used
2. Speak English at a basic operational level	2.1 Simple conversations on familiar topics with work colleagues is participated 2.2 Simple verbal instructions or requests are responded to according to workplace guidelines 2.3 Simple requests are made in accordance with workplace procedure 2.4 Routine procedures are described in accordance with workplace policy 2.5 Likes, dislikes and preferences are expressed 2.6 Different forms of expression in English are identified Understanding of conservation of amounts is demonstrated

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
3. Participate in workplace meetings and discussions	3.1 Team meetings are attended on time 3.2 Own opinions are clearly expressed and those of others are listened to without interruption 3.3 Meeting inputs are consistent with the meeting purpose and established <i>protocols</i> 3.4 <i>Workplace interactions</i> are conducted in a courteous manner 3.5 Questions about simple routine workplace procedures and matters concerning working conditions of employment are asked and responded to 3.6 Meetings outcomes are interpreted and implemented
4. Complete relevant work-related documents	4.1 Range of forms relating to conditions of employment are completed accurately and legibly 4.2 Workplace data is recorded on standard workplace forms and

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	documents 4.3 Basic mathematical processes are used for routine calculations 4.4 Errors in recording information on forms/ documents are identified and properly acted upon 4.5 Reporting requirements to supervisor are completed according to organizational guidelines

RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but not limited to:</i>
1. Appropriate Sources	1.1 Various department heads 1.2 organization documents

2. Medium	Method of communication 1.1 Physical media 1.2 Mechanical media (everything that is not No. 1)
3. Routine procedures	Day to day activities
4. Protocols	Procedures for doing a task
5. Workplace interactions	Official inter relations

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Analytical
- Listening
- Attention to detail
- Communication
- Report writing
- Interpretation
- Basic Information Technology (IT)

Required Knowledge

The individual needs to demonstrate knowledge of:

- Minutes
- Meetings
- Report writing

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Prepared written communication following standard format of the organization 1.2 Accessed information using communication equipment 1.3 Spoken English at a basic operational level 1.4 Made use of relevant terms as an aid to transfer information effectively 1.5 Conveyed information effectively adopting the formal or informal communication
-----------------------------------	---

2. Resource Implications	2.1 Telephone 2.2 Writing materials 2.3 Internet
3. Methods of Assessment	3.1 Direct Observation 3.2 Oral interview 3.3 Written test
4. Context of Assessment	Competency may be assessed individually in the actual workplace or through accredited institution
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE NUMERACY SKILLS

UNIT CODE: BUS/BM/BC/02/5

Unit Description

This unit covers the competencies required to identify and undertake simple numerical processes. The person who is competent in this unit shall be able to use / work with whole numbers and money up to one hundred thousand; Locate, compare and use highly familiar measurement; Use highly familiar maps and diagrams; Identify and use some common 2D shapes; and locate specific information in highly familiar tables, graphs and charts for work.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1. Use whole numbers and money up to one hundred thousand for work	1.1 Whole numbers and money amounts up to 100,000 in highly familiar workplace documents and tasks are named and read 1.2 Understanding of place value and the role of zero is demonstrate

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	1.3 Halves are recognised and understood in workplace 1.4 Whole numbers and money amounting up to 100,000 are organised in size order and are compared 1.5 Counting done in number groups 1.6 Addition and subtraction of whole numbers and money up to 100,000 done in accordance with workplace requirement 1.7 Links between operations of addition and subtraction are clearly described 1.8 Reasonableness of outcome with prompting and support is checked 1.9 Numerical information is recorded and the result of the task is communicated using informal language and symbolism

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
2. Locate, compare and use highly familiar measurement for work	2.1 Measurements in highly familiar workplace documents and tasks are located 2.2 Different units of measurements and their uses are identified 2.3 The comparative relationship between the units of measurement identified 2.4 Understanding of conservation of amounts is demonstrated 2.5 Informal language is used to compare measurements 2.6 Digital time is well read and am and pm used in reference to time 2.7 Calendar used appropriately to record information 2.8 Basic measurement information is well read and recorded 2.9 Additions and subtraction of simple quantities done in workplace

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
3. Use highly familiar maps and diagrams for work	3.1 Familiar items or places are located in highly familiar maps and diagrams 3.2 Simple symbols and pictorial representations are identified in highly familiar maps and diagrams 3.3 Simple oral directions are given to locate objects 3.4 Simple oral directions followed to locate objects 3.5 Understanding of informal directional language is demonstrated
4. Complete relevant work-related documents	4.1 Range of forms relating to conditions of employment are completed accurately and legibly 4.2 Workplace data is recorded on standard workplace forms and documents

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	4.3 Basic mathematical processes are used for routine calculations 4.4 Errors in recording information on forms/ documents are identified and properly acted upon 4.5 Reporting requirements to supervisor are completed according to organizational guidelines
5. Locate specific Information in highly familiar tables, graphs and charts for work	5.1 Features of simple tables identified 5.2 Specific numerical information located in highly familiar tables using grid movement (up and down columns and across rows) and key 5.3 Numerical information and data in highly familiar tables compared using appropriate informal language

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	5.4 Information related to relevant workplace tasks 5.5 Features of simple graphs and charts identified 5.6 Specific numerical information located in highly familiar graphs and charts 5.7 Numerical information and data compared using appropriate informal language

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range <i>May include but not limited to:</i>
6. Measuring instruments	1.3 Rulers 1.4 Watches/clocks

	1.5 Scales 1.6 Thermometers 1.7 AVO meter
7. Common two - dimensional shapes	2.1 Round/circle 2.2 Square 2.3 Rectangular 2.4 Triangle

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency

Required Skills

The individual needs to demonstrate the following skills:

- Applying Fundamental operations (addition, subtraction, division, multiplication)
- Using calculator
- Using different measuring tools

Required Knowledge

The individual needs to demonstrate knowledge of:

- Types of common shapes
- Differentiation between two dimensional shapes / objects
- Formulae for calculating area and volume
- Types and purpose of measuring instruments
- Units of measurement and abbreviations

- Fundamental operations (addition, subtraction, division, multiplication)
- Rounding techniques
- Types of fractions
- Different types of tables and graphs
- Meaning of graphs, such as increasing, decreasing, and constant value
- Preparation of basic data, tables and graphs

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Measured objects or materials as per job requirements 1.2 Used calculator to perform the four fundamental operations 1.3 Performed calculations involving money up to one hundred thousand 1.4 Performed conversions between hours, minutes and seconds 1.5 Calculated area and volume of regular shapes
-----------------------------------	---

	1.6 Created tables and graphs to represent and interpret information
2. Resource Implications	2.1 Calculator 2.2 Basic measuring instruments
3. Methods of Assessment	3.1 Direct Observation 3.2 Oral interview 3.3 Written test
4. Context of Assessment	Competency may be assessed in an off the job setting
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE DIGITAL LITERACY

UNIT CODE: BUS/BM/BC/03/5

Unit Description

This unit covers the competencies required to effectively demonstrate digital literacy in a working environment. It entails identifying and using digital devices such as smart phones, tablets, laptops and desktop PCs for purposes of communication and performing work related tasks at the work place.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Identify computer software and hardware	1.1 <i>Computer software</i> are identified according to manufacturer's specification 1.2 <i>Appropriate computer hardware</i> is identified according to manufacturer's specification
2. Apply security measures to data, hardware, software	2.1 <i>Data security and privacy are classified</i> in accordance with the technological situation 2.2 <i>Security and control measures</i> are

Element <i>These describe the key outcomes which make up workplace function</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	applied in accordance with laws governing protection of ICT 2.3 Computer threats and crimes are detected.
3. Apply computer software in solving tasks	3.1 Basic <i>word processing concepts</i> are applied in resolving workplace tasks 3.2 <i>Word processing utilities</i> are applied in accordance with workplace procedures 3.3 Data is manipulated on worksheet in accordance with office procedures
4. Apply internet and email in communication at workplace	4.1 Electronic mail is applied in workplace communication in accordance with office procedures 4.2 Office internet functions are defined and executed in accordance with office procedures 4.3 <i>Network configuration</i> and uses are determined in accordance with office operations procedures

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Computer software	1.1 A collection of instructions that enable the user to interact with a computer, its hardware, or perform tasks. 1.2 Computer tools that will help computer users interact with the hardware in a computer.
2. Computer hardware	2.1 Collection of physical parts of a computer system. This includes the computer case, monitor, keyboard, and mouse and all the parts inside the computer case, such as the hard disk drive, motherboard, video card,
3. Data Security and Privacy	3.1 Confidentiality of data 3.2 Cloud computing 3.3 Integrity -but-curious data serving
4. Security and Control Measures	4.1 Counter measures and risk reduction 4.2 Cyber threat issues 4.3 Risk management Integrity -but-curious data serving

Variable	Range <i>May include but are not limited to:</i>
5. Word Processing Concepts	Using a special program to create, edit, and print documents
6. Network Configuration	Organizing and maintaining information on the components of a computer network

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Analytical skills
- Interpretation
- Typing
- Communication
- Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
- Using calculator
- Basic ICT skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Input and output devices
- Central processing Unit (CPU)
- Peripherals
- Storage Media
- Software concept
- Types of concept
- Function of computer software
- Data security and privacy
- Security threats and control measures
- Computer crimes
- Detection and protection of computer crimes
- Laws governing protection of ICT
- Word processing;
 - Functions and concepts of word processing.
 - Documents and tables creation and manipulations
 - Mail merging
 - Word processing utilities
- Spread sheet;
 - Meaning, formulae, function and charts, uses, layout, data manipulation and application to cell
- Networking and Internet;
 - Meaning, functions and uses of networking and internet.
 - Electronic mail and world wide web

- Emerging trends and issues in ICT;
 - Identify and apply emerging trends and issues in ICT
 - Challenges posed by emerging trends and issues

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified input, output, CPU and storage media devices of computers in accordance to computer specification 1.2 Identified concepts, types and functions of computer software according to operation manual 1.3 Identified and controlled security threats 1.4 Detected and protected computer crimes 1.5 Applied word processing in office tasks 1.6 Prepared work sheet and applied data to the cells in accordance to workplace procedures
-----------------------------------	--

	1.7 Used Electronic Mail for office communication as per workplace procedure 1.8 Applied internet and World Wide Web for office tasks in accordance with office procedures 1.9 Applied laws governing protection of ICT
2. Resource Implications	2.1 Smartphones 2.2 Tablets 2.3 Laptops and 2.4 Desktop PCs 2.5 Desktop computer 2.6 Lap top 2.7 Calculator 2.8 Internet 2.9 Smart phone 2.10 Operations Manuals
3. Methods of Assessment	Competency may be assessed through: 3.1 Written test 3.2 Demonstration 3.3 Practical assignment 3.4 Interview/oral questioning 3.5 Demonstration
4. Context of Assessment	Competency may be assessed in an off and on the job setting

5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
--	--

DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE: BUS/BM/BC/04/5

Unit Description

This unit covers competencies required to demonstrate employability skills. It involves competencies for exuding self-awareness and dealing with everyday life challenges; applying critical safe work habits and working harmoniously in a team; participating in planning and organizing work activities; applying learning, creativity and innovativeness in workplace functions; pursuing professional growth and managing time effectively in the workplace.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop self-awareness and ability to deal with life challenges	1.1 Personal goals and objectives are written based on potential and in relation to organization objectives. 1.2 Emotions are handled as per workplace requirement. 1.3 Thoughts, feelings and beliefs are shared with superiors in direct and

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	honest ways in line with organization policy. 1.4 Assertiveness is developed and maintained based on the requirements of the job. 1.5 Individual performance is recorded and monitored according to the agreed targets. 1.6 Ideas that generate excitement, interest and commitment are shared with immediate supervisors in line with workplace policy. 1.7 Accountability for assigned duties is demonstrated. 1.8 Self-esteem and a positive self-image are developed and demonstrated based on job requirements.
2. Demonstrate critical safe work habits for	2.1 Stress is handled at the workplace in accordance with standard procedures.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
employees	2.2 Punctuality and time consciousness is demonstrated in line with organization policy. 2.3 <i>Personal objectives</i> are integrated with organization objectives in accordance with organization's policy. 2.4 Resources are effectively and efficiently utilized in accordance with workplace policy. 2.5 Work activities are prioritized based on standard operating procedures. 2.6 Task objectives are met in according to workplace procedures. 2.7 Individual performance targets are set in line with organization objectives.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	2.8 Performance targets are met based on targets agreed as per workplace policy. 2.9 Assertiveness is demonstrated based on the requirements of the job. 2.10 Leisure time is used positively and productively in line with workplace policy. 2.11 Abstinence from <i>drug and substance abuse</i> is demonstrated as per workplace policy. 2.12 Awareness of HIV and AIDS is demonstrated in line with workplace policy and requirements of the job. 2.13 <i>Emerging issues</i> are dealt with in accordance with organization policy.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
3. Demonstrate workplace teamwork	3.1 Roles and objectives of the team are identified in accordance organization policy. 3.2 Team parameters and relationships are identified according to workplace policy. 3.3 Individual activities are identified and followed through in line with job requirements. 3.4 Effective and appropriate forms of communication in a team are used according to workplace policy. 3.5 Resolution of conflicts between team members is sought promptly in line with organization. 3.6 Ability to work in a team with gender diversities demonstrated in accordance with workplace policy. 3.7 Basic human rights are identified, sought after and adhered to in line with workplace policy.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	3.8 Respect for team members' human rights is demonstrated in accordance with existing protocol. 3.9 Healthy <i>relationships</i> are established and maintained for harmonious co-existence in line with workplace policy
4. Plan and organize work	4.1 Work schedules for given tasks are adhered to within the set time lines and based on workplace policy. 4.2 Punctuality and time consciousness are demonstrated based on workplace policy. 4.3 Assignment goals/objectives and deliverables are identified and achieved based on instructions from superiors and organizations' policy. 4.4 Resources are identified and utilized to meet assignment goals and deliverables as per workplace policy.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	4.5 Work records are kept and maintained in line with workplace policy. 4.6 Situations that require consultation with superiors are identified and consultations made in accordance with workplace policy. 4.7 Operational decisions are made and applied based on the requirements of the job. 4.8 Problems arising in the course of working are identified and solved or reported according the workplace policies and procedures. 4.9 Situations that require negotiation are identified and negotiations done to create win-win situations. 4.10 Negotiation techniques are demonstrated to meet <i>client's</i> satisfaction and organization's objectives

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
5. Maintain professional growth and development in the workplace	5.1 Personal training needs are assessed and outlined based on requirements of the job. 5.2 Career progression opportunities are identified and pursued based on job requirements. 5.3 Sponsorship for training for career progression is sought based on organization policy. 5.4 Licensees and certifications relevant to job and career are obtained and renewed based on standard operating procedures. 5.5 Personal growth is pursued towards improving the qualifications set for the profession in line with organization policy.
6. Demonstrate learning, creativity and innovativeness in	6.1 Time and effort is invested in learning new skills based on job requirements and workplace policy. 6.2 Willingness to learn under different

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
the workplace	context is demonstrated based on available learning opportunities arising in the workplace. 6.3 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job. 6.4 Ability to apply a range of basic Information Technology skills is demonstrated based on requirements of the job. 6.5 Application of Occupational Health and Safety procedures in use of technology is demonstrated in the workplace. 6.6 Initiative is taken to use more effective and efficient processes and procedures in line with job requirements. 6.7 Ability to adapt to new systems is demonstrated in accordance with

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	the requirements of the job. 6.8 Recognition and support of innovative and creative ideas is demonstrated in the workplace. 6.9 Opportunities to carryout functions better are identified and exploited in line with organization objectives. 6.10Ability to discuss new ideas and get consensus is demonstrated in line with job requirements. 6.11Awareness of personal role in workplace innovation is demonstrated.

RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Drug and Substance Abuse	Commonly abused; 1.1 Alcohol 1.2 Tobacco 1.3 Miraa 1.4 Over-the-counter drugs 1.5 Cocaine 1.6 Bhang 1.7 Glue
2. Feedback	2.1 Verbal 2.2 Written 2.3 Informal 2.4 Formal
3. Clients	3.1 New clients 3.2 Existing clients 3.3 Internal clients 3.4 External clients
4. Relationships	4.1 Man/Woman 4.2 Trainer/trainee 4.3 Employee/employer 4.4 Client/service provider 4.5 Husband/wife 4.6 Boy/girl 4.7 Parent/child 4.8 Sibling relationships

Variable	Range <i>May include but are not limited to:</i>
5. Communication methods	5.1 Written 5.2 Talk/presentation 5.3 Video 5.4 Audio 5.5 Graphical 5.6 Modelling
6. Team	6.1 Small work group 6.2 Staff in a section/department 6.3 Inter-agency group
7. Personal growth	6.1 Growth in the job 6.2 Career mobility 6.3 Gains and exposure the job gives 6.4 Net workings 6.5 Benefits that accrue to the individual as a result of noteworthy performance
8. Personal objectives	8.1 Long term 8.2 Short term 8.3 Broad 8.4 Specific
9. Trainings and career opportunities	9.1 Participation in training programs • Technical • Supervisory

Variable	Range <i>May include but are not limited to:</i>
	• Managerial • Continuing Education 9.2 Serving as Resource Persons in conferences and workshops
10. Resource	10.1 Human 10.2 Financial 10.3 Technology - Hardware - Software
11. Innovation	10.4 New ideas 10.5 Original ideas 10.6 Different ideas 10.7 Methods/procedures 10.8 Processes 10.9 New tools
12. Emerging issues	11.1 Terrorism 11.2 Social media 11.3 National cohesion 11.4 Open offices

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Appropriate practice of personal hygiene
- Intra and Interpersonal skills
- Communication skills
- Knowledge management
- Interpersonal skills
- Critical thinking skills
- Observation skills
- Organizing skills
- Record keeping skills
- Negotiation skills
- Problem solving skills
- Decision Making skills
- Resource utilization skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Work values and ethics
- Company policies
- Occupational Safety and Health
- Company operations, procedures and standards
- Fundamental rights at work
- Personal hygiene practices
- Workplace communication
- Concept of time

- Building relationships
- Training needs assessment
- Time management
- Decision making
- Types of resources
- Work planning
- Record keeping
- Resources and allocating resources
- Organizing work
- Workplace problems areas and how to deal with them
- Negotiation
- Assertiveness
- Team work
- Gender
- HIV and AIDS
- Drug and substance abuse
- Leadership
- Safe work habits
- Professional growth and development
- Technology in the workplace
- Learning
- Creativity
- Innovation
- Emerging issues
 - Social media

- Terrorism
- National cohesion

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Attained job targets within key result areas. 1.2 Maintained punctuality and time consciousness. 1.3 Maintained intra- and inter-personal relationship in the course of managing oneself. 1.4 Completed trainings and career progression opportunities within time limits. 1.5 Acquired and maintained licenses and/or certifications required for the job. 1.6 Planned and organized resources to achieve assigned goals and objectives. 1.7 Identified and solved a problem in
--	--

	a particular problem situation. 1.8 Displayed critical safe work habits in carrying out work functions. 1.9 Innovatively made work processes and procedures more effective and efficient. 1.10 Worked harmoniously with people of diverse gender in the workplace. 1.11 Participated effectively in team activities. 1.12 Demonstrated awareness of HIV and AIDS. 1.13 Abstained from drug and substance abuse. 1.14 Participated in mentorship and coaching programs. 1.15 Demonstrated safety consciousness. 1.16 Maintained work records. 1.17 Demonstrated ability to cope with emerging issues
2. Resource Implications	The following resources should be provided: 2.1 Workplace or assessment location 2.2 Case studies/scenarios

3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Oral Interviews 3.2 Observation 3.3 Third Party Reports 3.4 Written tests
4. Context of Assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting. 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group.
5. Guidance information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

DEMONSTRATE ENVIRONMENTAL LITERACY

UNIT CODE : BUS/BM/BC/05/5

Unit Description

This unit specifies the competencies required to follow procedures for environmental hazard control, follow procedures for environmental pollution control and comply with workplace sustainable resource use.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1. Control environmental hazard	1.1 <i>Storage and handling methods</i> for environmentally <i>hazardous</i> materials are strictly followed according to environmental regulations and OSHS. 1.2 <i>Disposal methods</i> of hazardous wastes are followed at all times according to environmental regulations and OSHS. 1.3 <i>PPE</i> is used according to OSHS.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
2. Control environmental pollution	2.1 <i>Environmental pollution control measures</i> are complied with following standard protocol. 2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999 2.3 Methods for minimizing <i>noise pollution</i> complied following environmental regulations.
3. Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with. 3.2 <i>Waste management procedures</i> are employed following principles of 3Rs (Reduce, Reuse, Recycle) 3.3 Methods for economizing or reducing <i>resource</i> consumption are practiced.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. PPE	1.1 Mask 1.2 Gloves 1.3 Goggles 1.4 Safety hat 1.5 Overall 1.6 Hearing protector
2. Environmental pollution control measures	2.1 Methods for minimizing or stopping spread and ingestion of airborne particles 2.2 Methods for minimizing or stopping spread and ingestion of gases and fumes 2.3 Methods for minimizing or stopping spread and ingestion of liquid wastes
3. Waste management procedures	3.1 Sorting 3.2 Storing of items 3.3 Recycling of items 3.4 Disposal of items

4. Resources	4.1 Electric 4.2 Water 4.3 Fuel 4.4 Telecommunications 4.5 Supplies 4.6 Materials
5. Workplace Environmental Hazards	1.1 Biological hazards 1.2 Chemical and dust hazards 1.3 Physical hazards

EVIDENCE GUIDE

This section describes the skills and knowledge required for this unit of competency.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Controlled environmental hazard 1.2 Controlled environmental pollution 1.3 Demonstrated sustainable resource use
2. Resource Implications	The following resources should be provided: 2.1 Workplace with storage facilities 2.2 Tools, materials and equipment relevant to the tasks (ex. Cleaning tools, cleaning materials, trash bags,

	etc.) 2.3 PPE 2.4 Manuals and references
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Demonstration 3.2 Oral questioning 3.3 Written examination
4. Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Following storage methods of environmentally hazardous materials
- Following disposal methods of hazardous wastes

- Using PPE
- Practicing OSHS
- Complying environmental pollution control
- Observing solid waste management
- Complying methods of minimizing noise Pollution
- Complying methods of minimizing wastage
- Employing waste management procedures
- Economizing resource consumption

Required Knowledge

The individual needs to demonstrate knowledge of:

- Storage methods of environmentally hazardous materials
- Disposal methods of hazardous wastes
- Usage of PPE Environmental regulations
- OSHS
- Types of pollution
- Environmental pollution control measures
- Different solid wastes
- Solid waste management
- Different noise pollution
- Methods of minimizing noise pollution
- Solid Waste Act
- Methods of minimizing wastage
- Waste management procedures
- Economizing of resource consumption
- Principle of 3Rs

DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: BUS/BM/BC/6/5

Unit Description

This unit specifies the competencies required to practice and promote safety and health at work.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1. Prepare to practice safety and health at work	1.1 Awareness of legislation that outlines the minimum standards for occupational safety and health requirements/ regulations are emphasized 1.2 Benefits of implementing an occupational safety and health program are identified 1.3 <i>Safety requirements/ regulations</i> of own work and of other workers are familiarized

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	1.4 Workplace standards and procedures for incidents and Emergencies are determined 1.5 <i>Prevention and control measures</i>, including use of <i>safety gears/PPE</i> (Personal Protective Equipment) to avoid accident, injuries and sickness are identified
2. Comply and promote compliance of workers to organization's occupational safety and health instructions and requirements	2.1 Safety instructions and safety signs are followed and disseminated to co-workers 2.2 Safe handling of tools, equipment and materials is learned and shared with co-workers 2.3 Execution of own work and of co-workers is monitored in according to safe work procedures 2.4 Use of safe guards and safety devices is monitored

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	2.5 Hazards, incidents, injuries and sickness in the workplace are reported properly following standards and procedures

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Safety requirements/ regulations	1.1 Building code 1.2 Permit to Operate 1.3 Occupational Safety and Health Standards
2. Incidents and emergencies	2.1 Chemical spills 2.2 Equipment/vehicle accidents 2.3 Explosion 2.4 Fire 2.5 Gas leak

Variable	Range <i>May include but are not limited to:</i>
	2.6 Injury to personnel 2.7 Structural collapse 2.8 Toxic and/or flammable vapors emission
3. Prevention and control measures	3.1 Eliminate the hazard (i.e., get rid of the dangerous machine) 3.2 Isolate the hazard (i.e. keep the machine in a closed room and operate it remotely; barricade an unsafe area off) 3.3 Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one) 3.4 Use administrative controls to reduce the risk (i.e. give trainings on how to use equipment safely; OSH-related topics, issue warning signage's, rotation/shifting work schedule) 3.5 Use engineering controls to reduce the risk (i.e. use safety guards to machine) 3.6 Use personal protective equipment 3.7 Safety, health and work environment evaluation

Variable	Range <i>May include but are not limited to:</i>
	3.8 Periodic and/or special medical examinations of workers
4. Safety devices/ PPEs (Personal Protective Equipment)	4.1 Arm/Hand guard, gloves 4.2 Eye protection (goggles, shield) 4.3 Hearing protection (ear muffs, ear plugs) 4.4 Hair Net/cap/bonnet 4.5 Hard hat 4.6 Face protection (mask, shield) 4.7 Apron/Gown/coverall/jump suit 4.8 Anti-static suits 4.9 High-visibility reflective vest

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication skills
- Knowledge management
- Interpersonal skills
- Troubleshooting skills

- Critical thinking skills
- Observation skills
- Monitoring skills
- Reporting skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Elements of an effective occupational safety and health program
- Benefits of implementing an occupational safety and health program
- Safety requirements of own work and of other workers
- Standard emergency plan and procedures in the workplace
- Different OSH control measures
- General OSH principles
- Work standards and procedures
- Safe handling procedures of tools, equipment and materials
- Standard emergency plan and procedures in the workplace
- Different OSH control measures
- Standard accident and illness reporting procedures in the workplace
- Monitoring system on compliance to work safety and health

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Emphasizes awareness of OSH legislations 1.2 Identifies benefits of implementing OSH program 1.3 Identifies safety requirements of own work and of co-workers 1.4 Identifies and shares with co-workers OSH control measures and emergency plan in the workplace 1.5 Identifies and shares with co-workers the control measures to prevent accident, injuries and sickness 1.6 Follows and disseminate to co-workers the safety instructions and safety signs at work 1.7 Learns and shares with co-workers the learnings on safe handling of tools, equipment and materials 1.8 Monitors safe execution of own work and of co-workers
-----------------------------------	---

	1.9 Monitors compliance to safety measures 1.10 Reports hazards, incidents, injuries and sickness following workplace procedures
2. Resource Implications	The following resources should be provided: 2.1 Facilities, materials tools and equipment necessary for the activity
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Observation/Demonstration with oral questioning 3.2 Third party report
4. Context of Assessment	Competency may be assessed on the job, off the job or a combination of these. Off the job assessment must be undertaken in a closely simulated workplace environment.
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

COMMON UNITS OF COMPETENCY

MANAGE BUSINESS RESEARCH AND DEVELOPMENT

UNIT CODE: BUS/BM/CC/01/5

Unit Description

This unit specifies the competencies required to manage business research and development. It involves establishing research problem, developing research plan, conducting business research, analyzing business research findings and documenting business research findings.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Establish research problem	1.1 Research needs are carried out in accordance with organizational business performance and market demands 1.2 Customer feedback on organizations' products and services are gathered based on organizational policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	1.3 Business research problem is established according to business needs assessment findings
2. Develop research plan	2.1 Research geographical area and <i>target population</i> is identified based on established research problem 2.2 Approximate research cost is determined according to the research problem and organizational budget 2.3 Required man power is established based on the research problem 2.4 Data research methods are identified and developed according to research area 2.5 <i>Research tools, materials and equipment</i> are identified based on research requirements 2.6 <i>Research hypothesis</i> is developed

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	based on the research problem 2.7 Business research schedule is developed in accordance with research activities
3. Conduct business research	3.1 Business research tools, materials and equipment identified are assembled according to research plan 3.2 Reconnaissance is conducted according to research plan 3.3 Business research data and information is collected according to the research schedule 3.1 Adherence to the research schedule is observed as p Business research tools, materials and equipment identified are assembled according to research plan 3.2 Reconnaissance is conducted according to research plan

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	3.3 Business research data and information is collected according to the research schedule 3.4 Adherence to the research schedule is observed as per the research plan and organization requirement
4. Analyze business research finding	4.1 Business research data and information collected is prepared for analysis 4.2 are established according to statistical requirements 4.3 Collected business data and information is analyzed and presented based on statistical requirements

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
5. Document business research findings	1.1 <i>Report writing tools</i> are obtained in accordance with SOPs 1.2 Business report is developed based on analyzed business data and information 1.3 Business report recommendation is shared and implemented based on organization policy

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Report Writing Tools	1.1 Computer 1.2 Stationery
2. Target Population	2.1 Age 2.2 Occupations 2.3 Sex

Variable	Range <i>May include but are not limited to:</i>
3. Research methods	3.1 Questionnaires and surveys 3.2 Interviews 3.3 Observations 3.4 Case studies 3.5 Documents and records
4. Research tools, materials and equipment	4.1 Writing materials 4.2 Developed questionnaires 4.3 Tablets 4.4 Computers 4.5 Cameras 4.6 Check sheets 4.7 Control charts
5. Research hypothesis	5.1 Null hypothesis 5.2 Non- directional 5.3 Directional 5.4 Causal
6. Research needs	6.1 Introduction of new products and services 6.2 Modified products and services 6.3 Market expansion 6.4 Product channels
7. Analysis tools	7.1 Computers 7.2 Database 7.3 Data analysis software

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Communication skills
- Problem solving
- Data collection and analysis
- Presentation
- Basic management
- Time management
- Adaptability
- Report writing
- Team work and interpersonal skills

Required Knowledge

The individual needs to demonstrate knowledge of:

- Management of business research and development
- Legal requirements and regulations in business operations
- Methods of data collections
- Data analysis and interpretation
- Research documentation
- Basic computer operations
- New product development

- Product and process improvement
- Proposal development
- Product costing
- New products standards and specification

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of competency	1.1 Carried out research needs 1.2 Gathered customers' feedback on organizations' products and services 1.3 Determined approximate research cost 1.4 Identified and developed data research methods 1.5 Identified and gathered research tools, materials and equipment 1.6 Developed research hypotheses and schedule 1.7 Collected, analyzed and shared business data and information 1.8 Documented business research and findings
-----------------------------------	--

2. Resource Implications	The following resources should be provided: 2.1 Workplace location 2.2 Data collection and analysis tools 2.3 Computer 2.4 Tablet 2.5 Stationary
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Observation 3.2 Written 3.3 Oral 3.4 Project
4. Context of Assessment	4.1 Competency elements must be assessed in a safe working environment 4.2 Assessment may be conducted in a workplace or simulated environment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

CORE UNITS OF COMPETENCY

COORDINATE HUMAN RESOURCE FUNCTIONS

UNIT CODE: BUS/BM/CR/01/5

Unit Description

This unit specifies the competencies required to coordinate human resources functions. It involves undertaking operational planning and job and resource allocation, implementing departmental teamwork strategy, monitoring team performance, appraising, rewarding and penalizing employee performance, preparing performance improvement plan. It also involves maintaining organizational culture, coordinating organization change and preparing departmental team report.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1.Undertake operational planning	1.1 Operational plan is obtained from strategic plan according to SOPs 1.2 Required resources are identified according to operational plan 1.3 Operational budget is prepared and approved according to budget procedures.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	1.4 Funds are obtained according to organization budget.
2. Allocate departmental jobs and resources	2.1 Duties to be performed are identified according to departmental needs 2.2 Employees are selected based on their expertise and job description. 2.3 Roles are assigned according to job requirements 2.4 Resources are allocated based on the job requirements.
3. Implement departmental teamwork strategy	3.1 <i>Teamwork benefits</i> are determined in accordance with strategic plan 3.2 <i>Teamwork stages</i> are managed in accordance to HR procedures 3.3 <i>Team building process</i> is established in accordance to HR procedures 3.4 Teamwork rewards are established in accordance to HR incentive

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	plans and budgets 3.5 Teamwork strategies are reviewed according to SOPs.
4. Monitor team performance	4.1 Performance plans for team are set in accordance with operational plans 4.2 Teams' progress is monitored in accordance with operational procedures. 4.3 Team work strategies are determined according to operational plans. 4.4 Employees' periodic rating is carried out in accordance with HR procedures. 4.5 Teams are rewarded in accordance with the ratings set in HR policy. 4.6 Employees team improvement plans are prepared and

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	implemented in accordance with HR policy
5. Appraise employee performance	5.1 Employee appraisal is carried out in accordance with the HR policy. 5.2 Training needs assessment is carried out as per performance appraisal records of employees. 5.3 Gaps on areas of competence are identified in accordance with departmental needs 5.4 Training on identified gaps is carried out based on HR policy 5.5 Professional development of HR is carried out in accordance with the Strategic plan and HR plan 5.6 HR training and development cost is determined based on the budgets 5.7 Employees' training is carried according to HR policies and procedures.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
6. Rewards/penalize employees performance	6.1 Employee <i>motivation type</i> is determined based on HR policy 6.2 Organizational motivation parameters are set in accordance to operational targets 6.3 Employees are recognized and awarded in accordance to HR and financial policy 6.4 Innovations awards are determined by innovations awards policy of the business 6.5 Innovations vetting is carried out in accordance with innovation committee procedures 6.6 Awards are presented in accordance with innovation awards procedures
7. Prepare performance improvement plan	7.1 Reports of employee appraisal are analyzed based on standard operating procedures 7.2 <i>Areas of employee improvements</i> and goals are identified and

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	categorized based on appraisal report 7.3 <i>Methods of employee improvement</i> are determined in accordance with HR policy 7.4 <i>Performance improvement Resources</i> are identified based on human resource budget 7.5 Monitoring and evaluation procedures for improvement are developed according human resource requirements
8. Maintain organizational culture	8.1 Organization culture is built in accordance with strategic plan 8.2 Culture behavior is established by management leadership style 8.3 Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor Law

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
	8.4 <i>Employee discipline</i> is carried out in accordance with HR policy and procedure
9. Coordinate Organization Change	9.1 Change management plan is prepared according to HR change management policy 9.2 <i>Change management process</i> is undertaken in accordance with HR procedures. 9.3 Reorganization of work culture reviewed in accordance with HR procedures
10. Prepare Departmental Team Report	10.1 Teams output is compared with departmental targets according to set operational plans 10.2 Variation from plans are determined in accordance with reporting procedures 10.3 Review of departmental team strategy is undertaken in

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	accordance to HR Plan and finance Policy 10.4 Departmental team report is prepared and shared according to SOPs

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Resources	1.1 Human resources 1.2 Finance 1.3 Capital 1.4 Service providers
2. Teamwork Benefits	4.1 Good interpersonal relations 4.2 Communication 4.3 Fairness

Variable	Range <i>May include but are not limited to:</i>
	4.4 Ground rules 4.5 Timelines 4.6 Delegation 4.7 Achieved objectives 4.8 Reward 4.9 Motivation
3. Teamwork Stages	3.1 Forming 3.2 Storming 3.3 Norming 3.4 Performing
4. Team Building Process	4.1 Assignment 4.2 Planning 4.3 Executing 4.4 Evaluating
5. Training Needs Assessment	5.1 Determining business goals 5.2 Link goal to employee behavior 5.3 Determine performance gaps 5.4 Identify trainable competencies
6. Professional Development	6.1 Formal Education and training 6.2 Workshops 6.3 Seminars
7. Teamwork Benefits	7.1 Good interpersonal relations 7.2 Communication 7.3 Fairness

Variable	Range <i>May include but are not limited to:</i>
	7.4 Ground rules 7.5 Timelines 7.6 Delegation 7.7 Achieved objectives 7.8 Reward 7.9 Motivation
8. Team Building Process	8.1 Assignment 8.2 Planning 8.3 Executing 8.4 Evaluating
9. Motivation Type	9.1 Extrinsic-money, employee of the year, bonus, 9.2 Intrinsic-power, social status
10. Areas of Employee Improvements	10.1 Professional area 10.2 Skills 10.3 Stress management 10.4 Time management
11. Methods of Employee Improvement	11.1 Training on job/off job 11.2 Benchmarking 11.3 Counseling
12. Performance Improvement Resources	12.1 Training materials and equipment 12.2 Expert/professional 12.3 Finance

Variable	Range <i>May include but are not limited to:</i>
	12.4 Training time
13. Organization Culture	13.1 Clan 13.2 Adhocracy 13.3 Market 13.4 Hierarchy
14. Employee Discipline	14.1 Dismissal 14.2 Demotion 14.3 Suspension 14.4 Reduction in salary
15. Change Management Process	15.1 Create urgency of change 15.2 Identify powerful change leaders 15.3 Communicate vision for change 15.4 Remove obstacles 15.5 Create short term achievable targets 15.6 Anchor change on organizational culture

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Planning
- leadership
- Communication
- Negotiation
- Coordinating
- Problem solving
- Networking
- Computer applications
- Analytical
- Reporting
- Critical thinking
- Cooperative
- Tolerance
- Initiative
- Resourcefulness

Required Knowledge

The individual needs to demonstrate knowledge of:

- Human resource management
- Change management
- Group dynamics
- Motivation
- Conflict resolution
- Organization culture

- ICT
- Innovations management
- Professional development
- Performance appraisal
- Training needs assessment

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	1.1 Carried out departmental teamwork strategy 1.2 Monitored and evaluated team performance 1.3 Appraised employee performance 1.4 Rewarded employees' performance 1.5 Maintained organizational culture 1.6 Managed organization change 1.7 Prepared departmental team report
-----------------------------------	--

2. Resource Implications	The following resources must be provided: 2.1 Laptop/projector 2.2 Assessment location 2.3 Work station 2.4 Format template 2.5 Case study 2.6 Writing materials
3. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Written 3.3 Oral 3.4 Case study
4. Context of Assessment	Competency may be assessed: Competency may be assessed: 4.1 On the job 4.2 Off the job 4.3 In work placement (attachment,) Off the job assessment must be undertaken in a closely simulated workplace environment

5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended e.g. marketing strategy is assessed alongside business plan
--	--

MAINTAIN CUSTOMER EXPERIENCE

UNIT CODE: BUS/BM/CR/02/5

Unit Description

This unit specifies the competencies required to successfully maintain customer experience. It involves conducting customer experience survey, establishing business competitive edge and innovations, performing product and service quality assurance, incorporating Customer Relationship Management (CRM) system, controlling customer virtual platforms and preparing customer service feedback.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Conduct customer experience survey	1.1 Survey tools are identified according to customer survey procedures 1.2 Required personnel are identified according to survey procedures 1.3 Data is collected according to survey procedures.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	1.4 Customer experience survey findings are analyzed based on marketing strategies
2. Establish business competitive edges and innovations	2.1 Business strengths and opportunities are identified based on SWOT analysis in line with strategic plan 2.2 <i>Competitive edge</i> is identified in accordance to analysis of surveys on competitors 2.3 <i>Product and service innovation</i> strategies are formulated based on product development policy and customers' feedback 2.4 Product and service innovation strategies are analyzed, and recommendation made based on product development policy 2.5 Championing team is trained based on new product and services innovated.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	2.6 Product and service innovations are implemented based on strategy recommendation 2.7 Pilot trial of product/service is done based on the product innovations guidelines 2.8 New product/services are adopted based on products' pilot results 2.9 Innovations of products/processes are patented based on the <i>Intellectual Properties Right(IPR)</i> 2.10 Areas of competitive edge are implemented in accordance with business budget Product/service innovation committee is formed as per organizational policy
3. Perform product and service quality assurance	3.1 <i>Quality Assurance System</i> is assessed based on services/ product delivery and customer expectations.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	3.2 Quality Assurance System is monitored based on internal and external checks as per SOPs 3.3 Quality Management System is implemented according to the organizations internal procedures 3.4 QMS is monitored using regular internal audits as per organizational policies 3.5 QMS external audit and certification are carried out by <i>Quality Assurance Certification Bodies</i> as per organizational requirements 3.6 The QMS is reviewed for changes in the organization according to the standard operating procedures 3.7 The QMS is reviewed for changes in the ISO Standards

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
4. Incorporate Customer Relationship Management (CRM) System	4.1 Customer relationship management systems are assessed based on customer's expectation 4.2 <i>Customer relationship management strategies</i> are developed based on organizational strategies 4.3 Customer relationship management software is developed as per customer relationship management strategies 4.4 Customer relationship management software is implemented as per customer relationship strategies 4.5 Customer Relationship Management (CRM) system is reviewed and monitored in accordance with CRM strategies

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
5. Coordinate organization virtual platforms	5.1 Organizations' <i>virtual platforms</i> are identified as per organization requirement 5.2 Virtual platforms' personnel are trained in accordance with HR training policy 5.3 Personnel are assigned virtual platforms in accordance to customer relationship management strategies. 5.4 Customers' concerns on virtual platforms are identified and addressed according to customer relationship management 5.5 Virtual platform feedback is monitored and evaluated in accordance with PR policy and procedures 5.6 Management of virtual platform report is prepared and shared based on organization policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
6. Prepare and disseminate customer service feedback report	6.1 Customer satisfaction surveys are conducted based on product/service performance 6.2 Customer satisfaction surveys are analyzed based on product/service performance and SOPs 6.3 Customer satisfaction is measured based on regular customer surveys 6.4 Customer satisfaction reports are prepared, evaluated and disseminated based on management procedures

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but are not limited to:</i>
1. Competitive Edge	1.1 Price competitive 1.2 Product design 1.3 Cutting edge technology 1.4 Re-engineering 1.5 Product differentiation 1.6 Identified niche
2. Product/ Service Innovations	2.1 New products e.g. iPhone 2.2 Product modification 2.3 Innovative service delivery
3. Intellectual Properties Right(IPR)	3.1 A legal system to protect creation of mind e.g. patents, copyrights, trademarks
4. Customer Relationship Management Strategies	4.1 Processes 4.2 Technology 4.3 People
5. Virtual Platforms	5.1 Facebook 5.2 Twitter 5.3 WhatsApp 5.4 Instagram
6. Quality Assurance Systems	6.1 ISO Standards 6.2 Quality Management Systems 6.3 International Financial Reporting Standards

Variable	Range <i>May include but are not limited to:</i>
	6.4 International Auditing Standards 6.5 Laws and Regulations
7. Quality Assurance Certification Bodies	7.1 KEBS 7.2 SGS
8. Customer Satisfaction	8.1 Expectation 8.2 Perception 8.3 Demand 8.4 Loyalty and repeat purchase 8.5 Feedback questionnaire

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Creativity and innovation
- Analytical
- Marketing, sales and customer service
- Communication
- Presentation

- Decision making
- Networking
- Basic management
- Persuasion

Required Knowledge

The individual needs to demonstrate knowledge of:

- Product/ Service Innovation
- Customer survey
- SWOT analysis
- Social media management
- Competitive advantage
- Customer Care
- Cost Management
- Cost Benefit Analysis
- Quality Assurance Systems
- Report Writing
- ICT

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	1.1 Assessment requires evidence that the candidate: 1.2 Conducted Customer Experience Survey 1.3 Established business competitive edge and innovations 1.4 Performed quality assurance 1.5 Incorporated Customer Relationship Management (CRM) system 1.6 Managed social media 1.7 Prepared Customer service feedback report
2. Resource Implications	The following resources must be provided: 2.1 Assessment location 2.2 Work station 2.3 Candidate reports 2.4 Writing materials 2.5 Project 2.6 Computer/projector 2.7 Tablets

3. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Written 3.3 Oral
4. Context of Assessment	Competency may be assessed: 4.1 On the job 4.2 Off the job 4.3 In work placement (attachment,) Off the job assessment must be undertaken in a closely simulated workplace environment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended.

CARRY OUT CORPORATE IMAGE STRATEGIES

UNIT CODE: BUS/BM/CR/03/5

Unit Description

This unit specifies the competencies required to carry out corporate image strategies. It involves carrying out public relations and CSR, maintaining stakeholders' relationships, developing partnerships for innovation, coordinate corporate image through virtual platform and preparing functional corporate image report.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1. Carry out Public Relations and Corporate Social Responsibility (CSR) tasks	1.1 Public Relations Activities are identified in accordance with the strategic plan. 1.2 <i>Public Relations expenditure</i> is determined in accordance with the PR Budget 1.3 Public Relations Activities are carried out in accordance with PR Policy and Procedures.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	1.4 CSR Areas are identified in accordance with the Strategic Plan 1.5 CSR dimensions are incorporated in accordance with the CSR policy 1.6 CSR targeted benefits are determined in accordance with Cost Benefit Analysis 1.7 Scope of CSR is determined in accordance with the budget allocation
2. Maintain Stakeholders Relationship	2.1 The stakeholders are identified and categorized in accordance with the stakeholders' policy 2.2 Stakeholders register is developed based on stakeholders' information and other reliable sources 2.3 Stakeholders' communications are maintained as per organization procedures

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	2.4 <i>Stakeholders feedback</i> is analyzed in accordance with procedures 2.5 Response to stakeholders' feedback is carried out according to procedures 2.6 Stakeholders' register is maintained as per organization procedures
3. Develop Synergies for Innovation	3.1 Partnerships are developed in accordance to collaborations policy and the strategic plan 3.2 <i>Partnership benefits</i> are determined in accordance with Strategic plan 3.3 Beneficial Partnership is formed in accordance to collaboration procedure. 3.4 Partnership for innovation is formed in accordance to the collaborations policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
4. Coordinate Corporate Image through Virtual Platform	4.1 Virtual platforms are identified as per ICT policy 4.2 Virtual platforms are developed in accordance with prevailing legislation and provider's terms and conditions 4.3 Virtual platform personnel are trained in accordance with training policy 4.4 Virtual platforms are managed in accordance with PR policy and procedures
5. Prepare Functional Corporate Image Report	5.1 <i>Corporate image components</i> of the <i>functional unit</i> are identified according to corporate image policy guidelines 5.2 <i>Feedback</i> from stakeholders is obtained according to Organizations policy and procedures

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	5.3 Corporate image is evaluated in accordance with analyzed marketing information system 5.4 Corrective action is undertaken in accordance with the policy and procedures 5.5 Corporate image report is prepared and shared in accordance with procedures

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but not limited to:</i>
1. Public relations expenditure	1.1 Transportation 1.2 Hospitality 1.3 Branded merchandise

	1.4 Personnel expenses 1.5 Communication 1.6 Exhibitions/shows / activations/open days
2. CSR areas	2.1 Economic 2.2 Legal 2.3 Ethical 2.4 Philanthropy
3. CSR dimensions	3.1 Business ethics 3.2 Accountability and transparency 3.3 Social Economic development 3.4 Environmental 3.5 Human rights 3.6 Workers welfare 3.7 Market relations 3.8 Sustainable development (Environmental friendly)
4. Stakeholders	4.1 Customers 4.2 Shareholders 4.3 Employees 4.4 Suppliers 4.5 Government agencies 4.6 Financial institutions 4.7 Social action organizations

5. Partnership benefits	5.1 Sustainable beneficial relationships 5.2 Streamlining objectives 5.3 People skill connection 5.4 National goal focus
6. Corporate image components	6.1 Goods and services 6.2 Factories 6.3 Communication media 6.4 Name 6.5 Logo 6.6 Packaging 6.7 Employees 6.8 Policies 6.9 Ideas and beliefs 6.10 Country culture 6.11 Media reports
7. Functional units	7.1 Department 7.2 Section 7.3 Activity 7.4 Program 7.5 Project
8. Corporate image purpose	8.1 Positive consumer response 8.2 Portray business and products 8.3 Higher pricing 8.4 Repeat purchase 8.5 Quality employees

	8.6 Financial viability 8.7 Public ranking
9. Virtual platforms	9.1 WhatsApp 9.2 Facebook 9.3 Instagram 9.4 Twitter 9.5 Snap chat 9.6 Video conferencing
10. Stakeholders feedback	10.1 Online communication 10.2 Polls 10.3 Live chart 10.4 Email surveys 10.5 Calls 10.6 Monitoring of social channels

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Marketing
- Budgetary control
- Problem solving and trouble shooting
- Networking
- Presentation

- Computer operation
- ICT applications
- Analytical
- Entrepreneurial
- Communication
- Creativity

Required Knowledge

The individual needs to demonstrate knowledge of:

- Public relations
- CSR
- Legal aspects in business
- Collaborations and linkages
- Stakeholders management
- Corporate Image and rebranding
- Use of internet
- Communication
- Entrepreneurship
- Basic marketing
- Social media
- Marketing
- Budgetary control

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified public relations activities 1.2 Prepared public relations activity program 1.3 Designed CSR programme and budget 1.4 Carried out Public Relations 1.5 Created stakeholders profile 1.6 Identified partnerships for innovations 1.7 Developed corporate image component of a functional unit 1.8 Developed feedback tool for stakeholders
2. Resource Implications	The following resources must be provided: 2.1 Assessment location 2.2 Relevant templates 2.3 Work station 2.4 Computers/projector 2.5 Internet connectivity 2.6 Print media material

	2.7 Guest speakers
3. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Written 3.3 Presentation 3.4 Case study 3.5 Project
4. Context of Assessment	Competency may be assessed: Competency may be assessed: 4.1 On the job 4.2 Off the job 4.3 In work placement (attachment,) 4.4 Off the job assessment must be undertaken in a closely simulated workplace environment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended.

MAINTAIN BUSINESS ASSETS AND LIABILITIES

UNIT CODE: BUS/BM/CR/4/5

Unit Description

This unit specifies the competencies required to maintain business assets and liabilities. It involves preparing business assets and liabilities requirement plan, carrying out internal control, maintaining asset and liabilities inventory and preparing business assets and liabilities report.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1. Prepare Business Assets and Liabilities Plan	1.1 Assets requirement are assessed according to user needs 1.2 Records of existing assets and liabilities are analyzed as per company policy 1.3 Asset usage is established in accordance with Asset policies and procedures 1.4 Asset acquisition and settlement of liabilities is established based on

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	finance policy and procedures 1.5 Business asset and liabilities plan and budget is prepared according to strategic plan and finance policy
2. Carry out Assets and Liabilities Internal Control	2.1 <i>Internal control system</i> on assets and liabilities is implemented according to policies and procedures of the business 2.2 Asset requisition is undertaken according to asset procedures. 2.3 Asset maintenance is performed as per SOPs 2.4 <i>Physical controls</i> on assets are done according to SOPs 2.5 The disposal of assets is made according to disposal procedures and regulations 2.6 <i>Financial controls</i> are made according to accounting systems 2.7 Debtors management is carried out based on credit control policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
3. Maintain Assets and Liabilities Records	2.8 Liabilities management is done according to finance procedures 3.1 Assets and liabilities policy is formulated according to finance policy and procedure 3.2 Organization assets and liabilities are identified according to operational requirements 3.3 Inventory items are tagged according inventory maintenance procedures 3.4 Inventory transactions and liabilities records are updated according to standard operating and accounting procedures. 3.5 Stock taking is carried out according to store's procedures. 3.6 Discrepancies report is prepared according to store's procedures.

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
4. Prepare Business Assets and Liabilities Report	4.1 Asset usage feedback is obtained according to SOPs 4.2 Liabilities management feedback is obtained based on finance procedures 4.3 Asset discrepancies are identified according to SOPs 4.4 Asset maintenance feedback is obtained according to maintenance procedures. 4.5 Asset requirements are obtained according to user department needs. 4.6 Business asset/liability report is prepared and shared according to organization procedures.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but not limited to:</i>
1. Assets	1.1 Land and buildings 1.2 Plant and machinery 1.3 Motor vehicles 1.4 Equipment 1.5 Furniture
2. Physical Controls	2.1 Physical asset 2.2 Asset specifications 2.3 Asset location – GPS tracking 2.4 Inspection 2.5 Insurance 2.6 Usage and authorization
3. Internal Control Systems	3.1 Asset register records 3.2 Debt instruments on assets 3.3 Purchase cost 3.4 Depreciation 3.5 Capital Allowances 3.6 Financial statement Reporting
4. Inventory	4.1 Goods for resale 4.2 Components 4.3 Consumables
5. Inventory Transactions	5.1 Purchases 5.2 Sales 5.3 Issues to department 5.4 Returns

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Planning
- Analytical
- Interpretation
- Attention to detail
- Communication
- Problem solving
- Networking
- Evaluation
- Computation

Required Knowledge

The individual needs to demonstrate knowledge of:

- Auditing
- Risk management
- Resource mobilization
- Financial and asset management
- Record keeping
- Financial accounting
- Procurement Act and Regulations
- Stocktaking and recording

- Asset Management

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified business assets 1.2 Prepared business fixed asset and liabilities plan 1.3 Identified business internal controls 1.4 Carried out internal control procedure on assets and liabilities 1.5 Carried out stocktaking of inventory 1.6 Recorded inventory transactions 1.7 Prepared a report on assets and liabilities
1. Resource Implications	The following resources must be provided: 2.1 Assessment location 2.2 Candidate reports 2.3 Laptop/projector

	2.4 Asset templates 2.5 Inventory templates
2. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Written 3.3 Oral 3.4 Presentation 3.5 Third party report
3. Context of Assessment	Competency may be assessed: 3.1 On the job 3.2 Off the job 3.3 In work placement Off the job assessment must be undertaken in a closely simulated workplace environment
4. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended.

CONTROL BUSINESS RISKS

UNIT CODE: BUS/BM/CR/5/5

Unit Description

This unit specifies the competencies required to control business risks. It involves assessing business risks, establishing risk management team, developing risk mitigation plan, monitoring risk management process and preparing business risk management report.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements. Bold and italicized terms are elaborated in the Range</i>
1. Assess business risks	1.1 Business risks are identified according to the strategic plan, SWOT and PESTEL analysis 1.2 Risk scenarios are analyzed from crisis reports and publications 1.3 Risk assessment matrix is prepared according to risk scenarios and organizational procedures

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	1.4 <i>Risk perspectives</i> are classified according to type of organization and nature of business
2. Establish risk management team	2.1 Risk management team job analysis is carried out based on identified risks, HR policy 2.2 Existing Human Resource is assessed against the job analysis report 2.3 Existing Human Resources are deployed as per job requirement 2.4 <i>Recruitment process</i> for risk management team in conducted in accordance with HR policy and requirements 2.5 <i>Job specification</i> is developed as per job requirements and HR policy 2.6 Risk management organization structure is established as per HR regulations and specialization

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	2.7 Review meetings to report risk control and analyze risk data are conducted according to procedures for identifying and mitigating risks
3. Implement risks mitigation plan	3.1 Risk impact is evaluated according to the Risk assessment matrix 3.2 <i>Risk mitigation</i> measures are developed according to the evaluation of the risk assessment matrix and budget. 3.3 <i>Risk mitigation plans</i> are carried out according documented risk and budgets 3.4 Internal control is carried out in accordance to organization's internal control procedures 3.5 Compliance with legal and regulatory requirements is monitored in accordance with Enterprise Risk Management (ERM) Policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	3.6 Risks mitigation responses are determined and carried out according to the ERM policy 3.7 Risk mitigation report is prepared and shared in accordance with SOPs
4. Monitor and evaluate risk management process	4.1 New risk areas are identified according to risk management process 4.2 Risk monitoring and evaluation plans are prepared according to risk management procedures 4.3 Risk impact and likelihood is modified in accordance to Risk mitigation procedures 4.4 Risk management training for all staff is carried out according to HR procedures 4.5 Risk management is integrated to organization change process as per ERM policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
5. Prepare risk management report	5.1 Major changes in risks are identified according to organization's procedures. 5.2 <i>Risk Data</i> is obtained according to SOPs 5.3 Changes in risk impact and likelihood are reported in accordance to ERM policy. 5.4 Risk management recommendations are implemented as per ERM policy 5.5 Business risk management report is prepared and shared in accordance with SOPs

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but not limited to:</i>
1. Business Risks	1.1 Business Interruption 1.2 Property loss 1.3 Employee injury 1.4 Business liability 1.5 Data Security breach 1.6 Financial 1.7 Operating
2. PESTEL	2.1 Political 2.2 Economical 2.3 Social 2.4 Technological 2.5 Environmental 2.6 Legal
3. SWOT	3.1 Strengths 3.2 Weakness 3.3 Opportunities 3.4 Threats
4. Risk Assessment Matrix	4.1 Likelihood 4.2 Impact
5. Risk Perspectives	5.1 Pure or speculation 5.2 Objective or subjective 5.3 Diversifiable or non-diversifiable

Variable	Range <i>May include but not limited to:</i>
6. Recruitment	6.1 Selection 6.2 Referrals 6.3 Outsourcing 6.4 Head hunting
7. Job Specification	7.1 Specific qualifications 7.2 Level of experience 7.3 Emotional intelligence 7.4 Technical skills
8. Risk Mitigation	8.1 Risk Acceptance/retention 8.2 Risk Avoidance 8.3 Risk Transfer 8.4 Risk limitation/ modify impact and likelihood 8.5 Exploitation
9. Risk Mitigation Plan	9.1 Insurance 9.2 Training 9.3 Integration
10. Risk Areas	10.1 Finance 10.2 Labor turnover 10.3 Assets 10.4 Liabilities
11. Risk Data	11.1 Identification of assets 11.2 Valuing the assets 11.3 Identifying threats

Variable	Range <i>May include but not limited to:</i>
	11.4 Calculating the risk 11.5 Perform Cost Benefit Analysis

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Multi-tasking skills
- Analytical skills
- Stress Management
- Organizing
- Coordination
- Communication and negotiation
- Problem solving
- Networking
- Decision making
- Public Relations

Required Knowledge

The individual needs to demonstrate knowledge of:

- Business planning
- Enterprise Risk management (ERM)

- Resource mobilization
- Team work and conflict management
- Financial and asset management
- Cost Benefit Analysis
- Crisis Management
- Business environment
- Partnership building
- Coordination
- Insurable risks
- Risk assessment matrix
- SWOT Analysis and PESTEL
- Risk management team/structure

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified risks in business operations 1.2 Developed risk management organization structure 1.3 Selected appropriate risk mitigation plan
-----------------------------------	---

	1.4 Monitored and evaluated risk management process 1.5 Prepared risk management report
2. Resource Implications	The following resources must be provided: 2.1 Assessment location 2.2 Work station 2.3 Third party reports 2.4 Computer/printer 2.5 Format templates
3. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Written 3.3 Oral 3.4 Third party report 3.5 Case study
4. Context of Assessment	Competency may be assessed: 4.1 On the job 4.2 Off the job 4.3 In work placement (attachment,) 4.4 Off the job assessment must be undertaken in a closely simulated workplace environment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended.

COORDINATE INFORMATION COMMUNICATION TECHNOLOGY

UNIT CODE: BUS/BM/CR/6/5

Unit Description

This unit specifies the competencies required to coordinate ICT functions. It involves developing organizations ICT policy, organizing procurement of ICT services, supervising ICT installation and maintenance, integrating ICT in operations, conducting ICT user training, promoting ICT innovation, coordinating virtual platforms, analyzing and interpreting user reports and preparing ICT report.

ELEMENTS AND PERFORMANCE CRITERIA

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
1. Develop organizations ICT policy	1.1 ICT Needs assessment is carried out according to organizations business operations 1.2 Technical team is formed in accordance with organization policy 1.3 <i>ICT draft policy</i> is developed in

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	accordance with the strategic plan 1.4 ICT draft policy is reviewed and a report generated according to organization standard operating procedures 1.5 Amendments on draft ICT policy is undertaken based on review report 1.6 ICT policy is developed in accordance with the ICT objectives in the strategic plan 1.7 ICT policy is shared among organization departments according to organization policy
2. Procure of ICT Services	2.1 Requisitions are received from user departments according to ICT policy 2.2 Invitation to tender or quotation is undertaken according to the budget and the mode according to the procurement procedure and regulations

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	2.3 Sourcing of ICT services is done in accordance with the procurement procedure and regulations. 2.4 Verification of procured ICT services is undertaken according to the procurement policy 2.5 Procured ICT services are distributed to respective departments based on procurement policy
3. Supervise ICT Installation and Maintenance	3.1 Requirements of the ICT system installation are provided in accordance with the nature of the service and service providers policy guidelines 3.2 Installation process are conducted in accordance with the ICT service provider policy and contract between the organization and the service provider 3.3 ICT system is maintained as per the ICT policy requirements

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	3.4 The ICT system is reviewed in accordance with the feedback gathered from the users
4. Integrate ICT in Operations	4.1 Systems networking in the organization is undertaken according organization structure 4.2 <i>Systems of sharing information</i> is developed and implemented in accordance with the organization requirements 4.3 Establish enterprise resource planning (ERP) according to organization policy 4.4 Challenges in the system are reported according to the standard operating procedures 4.5 ICT system is upgraded or downgraded in accordance with the ICT policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
5. Conduct ICT User Training	5.1 Training needs assessment is carried out in accordance with HR training procedures 5.2 Training objectives are set based on training needs 5.3 ICT Training programmes is prepared as per HR procedures 5.4 ICT Training budget is prepared according to organization finance procedures and policy 5.5 ICT Training resources are obtained in accordance with budget 5.6 ICT training is carried out as per training programme and budget 5.7 Evaluation of training is carried out as per training needs and objectives set 5.8 Training report is prepared and shared according to organization procedures

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
6. Promote ICT Innovation	6.1 Current technologies in ICT are identified and evaluated according to the organizational needs 6.2 Training needs on ICT are identified and conducted according to the needs and approved budget 6.3 <i>ICT new technologies</i> are adopted and managed as per ICT guidelines 6.4 Impact assessment on new ICT technology uptake is conducted according to the organization policy 6.5 Recommendation on ICT uptake is made
7. Coordinate Virtual Platforms	7.1 <i>Virtual platforms</i> are identified according to organization needs 7.2 Personnel are trained on virtual platforms according to organizational policy

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	7.3 Virtual platform is customized in accordance with organizations needs 7.4 Online services for the business are developed in accordance with ICT Policy 7.5 System feedback is monitored and reviewed as per ICT policy 7.6 Systems security is provided in accordance with ICT policy
8. Analyze and Interpret Reports	8.1 Information analysis system is developed as per the organization policy 8.2 Departmental user reports are obtained according to the organization policy 8.3 Analysis and interpretation of reports is conducted according to the ICT policy. 8.4 Analyzed departmental user reports are disseminated according to organization procedures

Element <i>These describe the key outcomes which make up workplace function.</i>	Performance Criteria <i>These are assessable statements which specify the required level of performance for each of the elements.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	8.5 Periodic review of ICT system is undertaken in accordance with ICT policy and procedures/SOPs
9. Prepare ICT Report	9.1 Organization ICT report is prepared and shared in accordance with SOPs 9.2 ICT Areas of concern are identified based on targets and ICT procedures 9.3 ICT recommendations are implemented as per ICT policy

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range <i>May include but not limited to:</i>
1. ICT Services	1.1 Hardware 1.2 Software 1.3 Data

Variable	Range <i>May include but not limited to:</i>
	1.4 Users 1.5 Communications technology
2. ICT Policy	2.1 Users 2.2 Service providers 2.3 Acquisition 2.4 Maintenance 2.5 Monitoring 2.6 Disposal 2.7 Control
3. Social Media Platforms	3.1 Facebook 3.2 WhatsApp 3.3 Instagram 3.4 Twitter 3.5 Telegram
4. ICT system	4.1 Hardware 4.2 Software 4.3 Personnel 4.4 Speed 4.5 Storage capacity 4.6 Coding 4.7 Network
5. ICT Technologies	5.1 Human interface 5.2 Nano technology 5.3 Bio technology

Variable	Range <i>May include but not limited to:</i>
	5.4 Artificial intelligence technology
6. On line services	6.1 Websites 6.2 Email 6.3 Video conference 6.4 Registration 6.5 Recruiting
7. Systems of Sharing Information	7.1 LAN 7.2 Telephone 7.3 Internet

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

Required Skills

The individual needs to demonstrate the following skills:

- Planning
- Problem solving and trouble shooting
- Networking
- Computer applications
- Computer operation
- ICT applications
- Analytical
- Communication

Required Knowledge

The individual needs to demonstrate knowledge of:

- Basic principles of applied ICT
- Usage of computer
- Computer maintenance and servicing
- Enterprise resource planning
- Web designs
- Data security
- Procurement
- Use of internet
- Communication
- Basic budgeting

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Carried out organization's ICT needs assessment 1.2 Developed organization ICT policy 1.3 Procurement of ICT services 1.4 Installed ICT systems 1.5 Maintained ICT systems
-----------------------------------	--

	1.6 Developed networking systems for the organization 1.7 Established enterprise resource planning 1.8 Adopted to new appropriate ICT technologies 1.9 Demonstrated understanding of new ICT technologies 1.10 Identified, adopt and managed use of social media 1.11 Developed online services for the business 1.12 Analyzed and interpreted ICT user reports
2. Resource Implications	The following resources must be provided: 2.1 Assessment location 2.2 Work station 2.3 Candidate reports/file 2.4 Computer/printer 2.5 Projectors 2.6 Tablets 2.7 Internet connectivity
3. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Project 3.3 Case study

	3.4 Written 3.5 Third party reports 3.6 Oral
4. Context of Assessment	Competency may be assessed: 4.1 On the job 4.2 Off the job 4.3 In work placement (attachment,) Off the job assessment must be undertaken in a closely simulated workplace environment
5. Guidance Information for Assessment	Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended.