



REPUBLIC OF KENYA

**NATIONAL OCCUPATIONAL STANDARDS
FOR
BUSINESS MANAGER**

LEVEL 6



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

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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 6.

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.

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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.

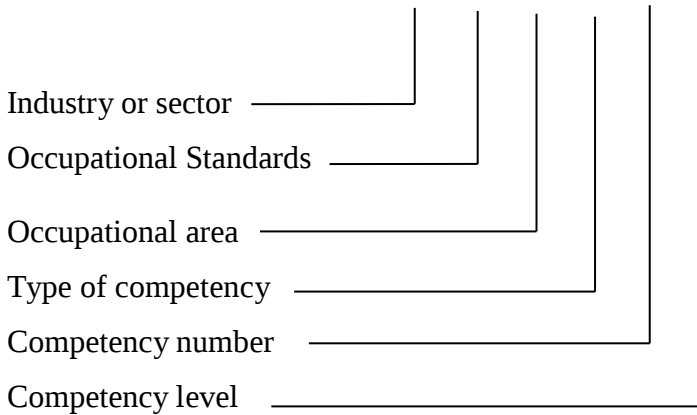
CHAIRMAN
BUSINESS SECTOR SKILLS ADVISORY COMMITTEE

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

Business Manager Certificate Level 6 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. Develop business strategies
2. Manage human resource
3. Manage customer experience
4. Develop corporate image
5. Manage business assets and liabilities
6. Manage financial operations
7. Manage business risks
8. Coordinate information communications technology
9. Coordinate business development

BASIC UNITS OF COMPETENCY

DEMONSTRATE COMMUNICATION SKILLS

UNIT CODE: BUS/BM/BC/01/6

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. Bold and italicized terms are elaborated in the Range</i>
1. Obtain and convey workplace information	1.1 Specific and relevant information is accessed from appropriate sources 1.2 Effective questioning, active listening and speaking skills are used to gather and convey information 1.3 Appropriate medium 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 1.6 Defined workplace procedures for the location and storage of information are used

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. Speak English at a basic operational level	1.7 Personal interaction is carried out clearly and concisely 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 <i>Routine procedures</i> 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
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

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>
	protocols 3.4 Workplace interactions 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 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

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>
	4.5 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 organization documents
2. Medium	Method of communication 2.1 Physical media 2.2 Mechanical media (everything that is not No. 1)
3. Routine procedures	3.1 Day to day activities
4. Protocols	4.1 Procedures for doing a task
5. Workplace interactions	5.1 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.
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DEMONSTRATE NUMERACY SKILLS

UNIT CODE: BUS/BM/BC/2/6

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.</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 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 1.3 Halves are recognised and understood 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.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	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
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

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 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
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

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 Simple oral directions followed to locate objects 3.5 Understanding of informal directional language is demonstrated
4. Identify and use some common 2D shapes for work	4.1 Familiar two-dimensional shapes are identified and named 4.2 Common objects are described in terms of size and shape 4.3 Common, every day, informal language is used to compare objects 4.4 Common objects are grouped based on shape, size, colour and features
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>
1. Measuring Instruments	1.1 Rulers 1.2 Watches/clocks 1.3 Scales 1.4 Thermometers 1.5 AVO meter

Variable	Range <i>May include but not limited to:</i>
2. 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

- 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	Competency may be assessed through: 3.1 Written Test

	3.2 Interview/oral questioning 3.3 Demonstration
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/3/6

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 smartphones, 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. Bold and italicized terms are elaborated in the Range</i>
1. Identify computer software and hardware	1.1 Computer software are identified according to manufacturer's specification 1.2 Appropriate computer hardware is identified according to manufacturer's specification
2. Apply security measures to data, hardware, software	2.1 Data security and privacy are classified in accordance with the technological situation 2.2 Security and control measures are applied in accordance with laws governing protection of ICT

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 Computer threats and crimes are detected. 2.4 Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
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

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>
	4.3 Network configuration 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,

Variable	Range <i>May include but are not limited to:</i>
3. Data Security and Privacy	3.1 Confidentiality of data 3.2 Cloud computing 3.3 Integrity -but-curious data surfing
4. Security and Control Measures	4.1 Countermeasures and risk reduction 4.2 Cyber threat issues 4.3 Risk management Integrity -but-curious data serving
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
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	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.
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DEMONSTRATE EMPLOYABILITY SKILLS

UNIT CODE: BUS/BM/BC/4/6

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	2.1 Personal goals and objectives are written based on potential and in relation to organization objectives. 2.2 Emotions are handled as per workplace requirement. 2.3 Thoughts, feelings and beliefs are shared with superiors in direct and honest ways in line 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>
	organization policy. 2.4 Assertiveness is developed and maintained based on the requirements of the job. 2.5 Individual performance is recorded and monitored according to the agreed targets. 2.6 Ideas that generate excitement, interest and commitment are shared with immediate supervisors in line with workplace policy. 2.7 Accountability for assigned duties is demonstrated. 2.8 Self-esteem and a positive self-image are developed and demonstrated based on job requirements.
2. Demonstrate critical safe work habits for employees	2.1 Stress is handled at the workplace in accordance with standard procedures. 2.2 Punctuality and time consciousness is demonstrated 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>
	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. 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.

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>
	2.10 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.
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.

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 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 diversity is demonstrated in accordance with workplace policy. 3.7 Basic human rights are identified, sought after and adhered to in line with workplace policy. 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.

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>
	4.1 Punctuality and time consciousness are demonstrated based on workplace policy. 4.2 Assignment goals/objectives and deliverables are identified and achieved based on instructions from superiors and organizations' policy. 4.3 Resources are identified and utilized to meet assignment goals and deliverables as per workplace policy. 4.4 Work records are kept and maintained in line with workplace policy. 4.5 Situations that require consultation with superiors are identified and consultations made in accordance with workplace policy. 4.6 Operational decisions are made and applied based on the requirements of the job.

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>
	4.7 Problems arising in the course of working are identified and solved or reported according the workplace policies and procedures. 4.8 Situations that require negotiation are identified and negotiations done to create win-win situations. 4.9 Negotiation techniques are demonstrated to meet <i>client's</i> satisfaction and organizations' objectives.
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.

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 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. 5.6 Available training opportunities are embraced and completed within allowed time limits. 5.7 Recognitions for prior learning are sought as proof of career advancement. 5.8 Mentorship and coaching programs are attended regularly based on availability and workplace policy.
6. Demonstrate learning, creativity and innovativeness in the workplace	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 context is demonstrated based on available learning opportunities

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>
	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 the requirements of the job. 6.8 Recognition and support of innovative and creative ideas is demonstrated in the 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.</i> <i>Bold and italicized terms are elaborated in the Range</i>
	6.9 Opportunities to carryout functions better are identified and exploited in line with organization objectives. 6.10 Ability to discuss new ideas and get consensus is demonstrated in line with job requirements. 6.11 Awareness 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

Variable	Range <i>May include but are not limited to:</i>
	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
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

Variable	Range <i>May include but are not limited to:</i>
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 • Managerial • Continuing Education 9.2 Serving as Resource Persons in conferences and workshops
10. Innovation	10.1 New ideas 10.2 Original ideas 10.3 Different ideas 10.4 Methods/procedures 10.5 Processes 10.6 New tools
11. Emerging issues	11.1 Terrorism 11.2 Social media

Variable	Range <i>May include but are not limited to:</i>
	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.
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	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
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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/5/6

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>
1.1 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.
1.2 Control Environmental Pollution Control	2.1 Environmental pollution <i>control measures</i> are compiled following standard protocol

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>
	2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999 2.3 <i>Methods</i> for minimizing <i>noise pollution</i> complied following environmental regulations
1.3 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	5.1 Biological hazards 5.2 Chemical and dust hazards 5.3 Physical hazards
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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

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 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.

**DEMONSTRATE OCCUPATIONAL SAFETY AND
HEALTH PRACTICES**
UNIT CODE: BUS/BM/BC/6/6

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 Safety requirements/ regulations of own work and of other workers are familiarized 1.4 Workplace standards and procedures for incidents and Emergencies are determined

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>
	1.5 <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 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 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)

Variable	Range <i>May include but are not limited to:</i>
	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 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,
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	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/01/6

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 <i>Research needs</i> 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 1.3 Business research problem is established according to business needs assessment findings

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. 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 <i>research methods</i> 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 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

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 Reconnaissance is conducted according to research plan 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 Data and information <i>analysis tools</i> and procedures are established according to statistical requirements 4.3 Collected business data and information is analyzed and presented based on statistical requirements
5. Document business research findings	5.1 <i>Report writing tools</i> are obtained in accordance with SOPs 5.2 Business report is developed based on analyzed business data and information

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 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
3. Research methods	3.1 Questionnaires and surveys 3.2 Interviews 3.3 Observations 3.4 Case studies 3.5 Documents and records

Variable	Range <i>May include but are not limited to:</i>
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	Assessment requires evidence that the candidate: 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

DEVELOP BUSINESS STRATEGIES

UNIT CODE: BUS/BM/CR/01/6

Unit Description

This unit specifies the competencies required to develop business strategies. It involves developing business strategic plan, developing policies and procedures, preparing tactical plans, monitoring and evaluating business operations and undertaking corrective action.

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. Develop business strategic plan	1.1 Environment is scanned in accordance with PESTEL 1.2 SWOT analysis is carried out according to business environment 1.3 Business vision, mission, goals, objectives and values are developed according to the aspirations and potential capability of the organization 1.4 Strategies are formulated as per the organization capability

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>
	1.5 Strategy is approved as per organizations policy 1.6 Strategies are implemented as per the set targets
2. Develop business policies and procedures	2.1 <i>Functional area policy</i> is identified in accordance with organizations requirements 2.2 Draft <i>policies</i> are developed in accordance with the organization requirements 2.3 Organization <i>procedures</i> are developed as per organization policy and activities 2.4 Draft Policies and procedures are validated in accordance with organizations requirements 2.5 Draft policies and procedures are presented for approval as per organization's regulations 2.6 Policies and procedure documents are shared as per Standard Operating Procedure

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. Prepare tactical plans	3.1 Operational gaps are identified as per strategic goals 3.2 <i>Tactical plans</i> are prepared in accordance with strategic goals and departmental objectives 3.3 Tactical plans are communicated according the SOPs
4. Monitor and evaluate business operations	4.1 Periodic comparisons of actual operation against plans is carried out as per the tactical plans 4.2 Variances are calculated in accordance with <i>variance analysis formulae</i> 4.3 Balanced score card analysis is carried out according to set business targets 4.4 <i>Variance analysis</i> report is prepared as per organization procedure

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. Undertake corrective action	5.1 Strategic plan is reviewed in accordance to organization policy. 5.2 Corrective actions are carried out in accordance with set procedure 5.3 Corrective action is monitored as per standard operating procedures 5.4 Strategic review report is prepared and communicated as per Standard Operation Procedures 5.5 <i>Follow-up corrective action report</i> is prepared 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. Environment	1.1 Internal 1.2 External
2. SWOT Analysis	2.1 Strength 2.2 Weaknesses

Variable	Range <i>May include but are not limited to:</i>
	2.3 Opportunities 2.4 Threats
3. Functional area policy	3.1 Financial management 3.2 Procurement 3.3 ICT 3.4 Health and safety 3.5 Drugs, alcohol and Substance abuse 3.6 Gender mainstreaming 3.7 Disability 3.8 HIV & AIDs 3.9 Infrastructure Development 3.10HR
4. Policy	A guiding principle used to set the business direction to guide decision making
5. Procedure	These are a series of steps to be followed consistently and guided by the policy
6. Variance analysis formulae	6.1 Sales 6.2 Materials 6.3 Labor 6.4 Overheads (Fixed and Variable)
7. Follow up corrective action report	7.1 Variances 7.2 Corrective actions

Variable	Range <i>May include but are not limited to:</i>
8. Tactical plans	8.1 Sales plans 8.2 Marketing plan 8.3 Production plan 8.4 Human Resource Plan

REQUIRED SKILLS AND KNOWLEDGE

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.

Required Skills

The individual needs to demonstrate knowledge of:

- Business Strategic Planning
- Variance analysis
- Policies and procedures
- Business operations
- Balance Score card analysis
- Basic procurement principles
- Tactical plans
- Standard operating procedures
- Corrective action plan
- Goal setting
- Organization vision, mission, goals objectives and values
- Monitoring and evaluating business operations
- Report writing

Required Knowledge

The individual needs to demonstrate the following skills:

- Basic mathematics
- Basic analytical
- Communication
- Presentation
- Reporting
- Monitoring and evaluating
- Critical thinking
- Resource utilization

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 the PESTEL environment in accordance with a given business 1.2 Developed a SWOT analysis 1.3 Developed vision and mission statements in accordance to a business strategy 1.4 Developed goal, objectives and values in accordance with vision and mission
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	1.5 Developed policies in specific identified areas 1.6 Developed procedures on policies 1.7 Monitored and evaluated business operations 1.8 Prepared business strategy follow up report
2. Resource implications	The following resources must be provided: 2.1 Assessment location 2.2 Computer 2.3 Internet connectivity 2.4 Stationery 2.5 Format templates
3. Methods of assessment	Competency may be assessed through: 3.1 Written tests 3.2 Oral questioning 3.3 Third party reports 3.4 Case studies
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 subsector, workplace and job roles is recommended.
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MANAGE HUMAN RESOURCE

UNIT CODE: BUS/BM/CR/02/6

Unit Description

This unit specifies the competencies required to manage human resource. It involves developing HR policy, undertaking human resource planning, recruiting and remunerating of human resource, coordinating training and development, carrying out performance management and preparing performance improvement plans. It also entails developing functional managers' teamwork strategy, motivating organizational workforce, managing organization culture and change, managing labor turnover, carrying out succession planning, maintaining HR records and preparing human resource annual 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 HR Policy	1.1 Policy needs are identified and established based on organization environment and changes 1.2 Policy management committee is formed and responsibilities assigned according to areas of expertise

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>
	required 1.3 Relevant information for policy formulation are gathered in accordance with nature of policy required 1.4 Draft HR policy is prepared based on gathered information and desired policy 1.5 Appropriate stakeholders' are consulted and amendments are made based on stakeholders' recommendation 1.6 Draft HR policy is approved and implemented according to organization procedures and regulations 1.7 Reviewing and revising of HR policy is conducted according to organization procedures and changing needs

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. Undertake Human Resource (HR) Planning	2.1 Current human resource inventory is assessed from the HR records 2.2 Human Resource demand and supply is forecasted in accordance with the strategic plan 2.3 The human resource gaps are identified by comparing the current capacity with the strategic plan projections 2.4 <i>Human resource plan</i> is developed based on the Strategic Plan
3. Recruit Human Resource	3.1 User department identifies the manpower required in accordance with the HR guidelines 3.2 <i>Recruitment</i> plan is prepared according to the HR procedures 3.3 The <i>media for recruitment</i> advertisement is established according to the business communication procedures 3.4 Online applications and database for applicants to be set in accordance to HR 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>
	3.5 Interviewing process is carried out in accordance with HR procedures 3.6 Selection process is conducted based on the HR policy and procedures 3.7 Employee placement is carried out in accordance with HR procedures. 3.8 <i>Employee induction</i> is carried out in accordance with HR Policy and procedures
4. Remunerate human resource	4.1 Remuneration is determined in accordance with HR Policy and industry <i>trends</i> 4.2 <i>Remuneration type</i> is determined in accordance to HR policy 4.3 <i>Payroll</i> processing is carried out in accordance with HR and Finance procedures 4.4 Remuneration is set based on legislative Acts and HR policy. 4.5 Payment of employees is undertaken as per HR and Finance 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. Coordinate HR Training and Development	5.1 Employee appraisal is carried out in accordance with the HR policy. 5.2 <i>Training needs assessment</i> 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 <i>Professional development</i> 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
6. Carry out Performance Management	6.1 Performance plans for employees are set in accordance with strategic and operational plans 6.2 Employees' progress is monitored throughout the appraisal in accordance with operational 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>
	6.3 Employees’ <i>development needs</i> are determined according to HR procedures 6.4 Employees’ periodic rating is carried out in accordance with HR procedures. 6.5 Employees are rewarded in accordance with the ratings set in HR policy 6.6 Performance improvement plans are prepared and implemented in accordance with HR policy
7. Prepare Performance Improvement Plan	7.1 Reports of appraisal are analyzed based on standard operating procedures 7.2 <i>Areas of employee improvements</i> and goals are identified and categorized based on appraisal report 7.3 <i>Methods of employee improvement</i> are determined in accordance with HR 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>
	7.4 Performance improvement Resources are identified based on human resource budget 7.5 Monitoring and evaluating procedures for improvement are developed according to human resource requirements
8. Develop Functional Managers Teamwork Strategy	8.1 Teamwork benefits are determined in accordance with strategic plan 8.2 Cross-functional team for managers is carried out according to HR Policy and procedures 8.3 Cross-functional teamwork issues are converged in accordance to organization strategies and objectives 8.4 Teamwork stages are managed in accordance to HR procedures 8.5 Team building process is established in accordance to HR procedures 8.6 Teamwork rewards are established in accordance to HR incentive plans and budgets

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>
9. Motivate Organization Workforce	9.1 Employee <i>motivation type</i> is determined based on HR policy 9.2 Organizational motivation parameters are set in accordance to operational targets 9.3 Employees are recognized and awarded in accordance to HR and financial policy 9.4 Innovations awards are determined by innovations awards policy of the business 9.5 Innovations vetting is carry out in accordance innovation committee procedures 9.6 Awards are presented in accordance with innovation awards procedures
10. Manage Organization Culture and Change	10.1 <i>Organization culture</i> is built in accordance with strategic plan 10.2 Culture behavior is established by management leadership style 10.3 Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor

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>
	Law 10.4 <i>Employee discipline</i> is carried out in accordance with HR policy and procedure 10.5 Change management plan is prepared according to HR change management policy 10.6 <i>Change management process</i> is undertaken in accordance with HR procedures. 10.7 Reorganization of work culture reviewed in accordance with HR procedures
11. Manage Labor Turnover	11.1 Current labor turnover is determined in accordance with HR employee information 11.2 <i>Labor turnover causes</i> are established in accordance with the HR database 11.3 <i>Labor retention strategies</i> are established in accordance to HR Plan 11.4 Periodic Review of Labor turnover

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>
	is carried out in accordance with HR procedures
12. Carry out succession planning	12.1 Competencies and profiles of <i>key positions</i> are identified in accordance to the HR Guidelines 12.2 Identification of <i>potential employees</i> to fill in key positions is done in accordance to HR data base and Staff Appraisal information 12.3 Implementation of <i>Succession training strategy</i> on employee is carried out in accordance to HR procedures 12.4 Development of manuals for key positions are done in accordance with HR policies and procedures 12.5 Regular review of succession plan is carried out in accordance with HR procedures
13. Maintain HR Records	13.1 HR records are obtained and categorized based on HR procedures and 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>
	13.2 System of maintaining HR records are developed according to HR policy 13.3 HR records are regularly updated according to HR policy and procedures 13.4 Security of HR records is provided and maintained according to HR procedures 13.5 Disposal and archival of HR records is carried out according to HR policy and procedures 13.6 HR records are analyzed and reports prepared according to HR procedures
14. Prepare Human Resource Annual Report	14.1 Human Capital report is analyzed in accordance to Human Resource policy and procedures 14.2 Variation from plans are determining in accordance to reporting 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>
	14.3 Review of human resource strategy is undertaken in accordance to HR Plan, finance Policy or Regulations 14.4 Human Resource report is prepared and presented to the top management

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. Human Resource Plan	1.1 Current human capacity-skills inventory 1.2 Forecast on HR Strategic Requirement 1.3 Develop action for HR issues 1.4 Plan key programmes 1.5 Monitor and evaluate 1.6 Gender mainstreaming 1.7 HR diversity
2. Recruitment	2.1 Internal 2.2 External
3. Media for Recruitment	3.1 Press advertisement 3.2 Internet 3.3 Social media 3.4 Consultants 3.5 Referrals
4. Employee Induction	4.1 Formal 4.2 Informal 4.3 Individual 4.4 Collective 4.5 Serial 4.6 Disjunction

Variable	Range <i>May include but are not limited to:</i>
5. Remuneration Type	5.1 Salary 5.2 Wages 5.3 Incentives 5.4 Bonuses 5.5 Commissions 5.6 Overtime 5.7 Medical 5.8 Housing 5.9 Transport
6. Payroll	6.1 Basic salary 6.2 Allowances 6.3 Compulsory deductions 6.4 Voluntary deductions 6.5 Gross Salary 6.6 Net Salary
7. Training Needs Assessment	7.1 Determining business goals 7.2 Link goal to employee behavior 7.3 Determine performance gaps 7.4 Identify trainable competencies
8. Professional Development	8.1 Formal Education and training 8.2 Workshops 8.3 Seminars
9. Development Needs	9.1 Formal training 9.2 Informal training 9.3 Coaching and mentoring 9.4 Additional responsibilities

Variable	Range <i>May include but are not limited to:</i>
10. Areas of Employee Improvement	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 12.4 Training time
13. Teamwork Benefits	13.1 Good interpersonal relations 13.2 Communication 13.3 Fairness 13.4 Ground rules 13.5 Timelines 13.6 Delegation 13.7 Achieved objectives 13.8 Reward 13.9 Motivation
14. Cross-Functional Team	14.1 Human Resource Manager 14.2 Finance Manager 14.3 Marketing Manager 14.4 ICT Manager 14.5 Production Manager 14.6 Operations Manager

Variable	Range <i>May include but are not limited to:</i>
	14.7 Research and Development Manager
15. Cross-Functional Teamwork Issues	15.1 Functional diversities 15.2 Competing identities 15.3 Integration 15.4 Performance expectations
16. Teamwork Stages	16.1 Forming 16.2 Storming 16.3 Norming 16.4 Performing
17. Team Building Process	17.1 Assignment 17.2 Planning 17.3 Executing 17.4 Evaluating
18. Motivation Type	18.1 Extrinsic-money, employee of the year, bonus, 18.2 Intrinsic-power, social status
19. Organization Culture	19.1 Clan 19.2 Adhocracy 19.3 Market 19.4 Hierarchy
20. Employee Discipline	20.1 Dismissal 20.2 Demotion 20.3 Suspension 20.4 Reduction in salary

Variable	Range <i>May include but are not limited to:</i>
21. Labor Turnover Causes	21.1 Low wages and salaries 21.2 Work life imbalance 21.3 Retirement 21.4 Resignation 21.5 Dismissal 21.6 Employee misalignment 21.7 Lack of incentives and benefits 21.8 Poor working conditions 21.9 Lack of proper training 21.10 Employee overworked
22. Labor Retention Strategies	22.1 Appropriate salaries and wages 22.2 Benefits and allowances 22.3 Favorable working conditions 22.4 Good employer-employee relationship 22.5 Promotions 22.6 Pension Schemes 22.7 Staff Welfare 22.8 Yearly bonuses
23. Change Management Process	23.1 Create urgency of change 23.2 Identify powerful change leaders 23.3 Communicate vision for change 23.4 Remove obstacles 23.5 Create short term achievable targets 23.6 Anchor change on organizational culture

Variable	Range <i>May include but are not limited to:</i>
24. Key Positions	24.1 Key leadership e.g. Senior Manager, Director 24.2 Employee with special skills 24.3 Employee with position crucial for business operations
25. Potential Employees	25.1 Top performer 25.2 High potential 25.3 Interested in promotion 25.4 Possessing capabilities of position
26. Training Strategy	26.1 Professional development 26.2 Training 26.3 Mentoring 26.4 Coaching 26.5 Project/assessment activity
27. HR Records	27.1 Personal 27.2 Pay roll 27.3 Medical 27.4 Training 27.5 Performance appraisal
28. Human capital reporting	28.1 Strategy 28.2 Recruitment 28.3 Turnover 28.4 Learning and development 28.5 Management 28.6 Leadership 28.7 Performance

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
- Labor turnover
- HR records and maintenance
- Innovations management
- Performance appraisal
- HR policy
- Succession planning
- Professional development
- Recruitment and selection
- Performance management
- 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	Assessment requires evidence that the candidate: 1.1 Carried out inventory of Human Resource 1.2 Prepared a Human resource plan 1.3 Prepared an interview guide to recruit for a specified job/position
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	1.4 Undertook selection of successful interviewee 1.5 Identified the payroll components 1.6 Carried out employee appraisal 1.7 Coordinated training programmes 1.8 Carried out performance management procedure on employee 1.9 Selected appropriate motivation for employees 1.10 Prepared programmes for teamwork activity 1.11 Identified an organization culture which required change 1.12 Developed and reviewed HR policy 1.13 Analyzed reports of appraisal 1.14 Developed procedures for monitoring and evaluating performance improvement 1.15 Maintained HR records 1.16 Analyzed labor turnover cases and prepared a report 1.17 Identified potential candidates for succession 1.18 Wrote an annual report on Human Resource
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: 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 e.g. marketing strategy is assessed alongside business plan

MANAGE CUSTOMER EXPERIENCE

UNIT CODE: BUS/BM/CR/03/6

Unit Description

This unit specifies the competencies required to successfully manage customer experience. It involves identifying the business competitive edge, developing product/service innovation, establishing a quality management system, establish Customer Relationship Management (CRM) system, managing customer outreach, planning outsourcing services, managing customer virtual platforms and generating customer feedback for evaluation.

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 business competitive edge	1.1 Market needs assessment is carried out in accordance with marketing procedures 1.2 Customer experience survey is conducted and findings analyzed based on marketing strategies 1.3 <i>Competitive edge</i> is identified in accordance to analysis of surveys on competitors

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 Business strengths and opportunities are identified based on SWOT analysis in line with strategic plan 1.5 Areas of competitive edge are implemented in accordance with business budget
2. Develop product and service delivery innovation	2.1 Product/service innovation committee is formed as per organizational policy 2.2 <i>Product and service innovation</i> strategies are formulated based on product development policy and customers' feedback 2.3 Product and service innovation strategies are analyzed and recommendation made based on product development policy 2.4 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>
	2.5 Product and service innovations are implemented based on strategy recommendation 2.6 Pilot trial of product/service is done based on the product innovations guidelines 2.7 New product/services are adopted based on products' pilot results 2.8 Innovations of products/processes are patented based on the <i>Intellectual Properties Right (IPR)</i>
3. Establish quality assurance system	3.1 <i>Quality Assurance System</i> are assessed based on services delivery and customer expectations 3.2 Quality Assurance System is monitored based on internal and external checks as per SOPs 3.3 Quality Management System (QMS) is formulated and implemented according to the organizations internal 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>
	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
4. Establish 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

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>
	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
5. Manage customer outreach	5.1 <i>Target customers</i> are identified according to marketing strategy 5.2 <i>Outreach programmes</i> are identified and executed according to marketing strategies procedures 5.3 Customers' response is acted on based on organization communication procedures 5.4 Outreach programmes outcomes are analyzed according to marketing strategies procedures 5.5 Corrective actions are undertaken according marketing strategies 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. Plan outsourcing services	6.1 Outsourcing decisions are determined against in-house production based on cost implications according to the budgets 6.2 <i>Outsourcing Services</i> are identified and selected based on organizational needs 6.3 Outsourcing organizations are identified based on efficiency and quality of services 6.4 Outsourcing budget is formulated based on organizational resources
7. Manage customer virtual platforms	7.1 Organizations' <i>customer virtual platforms</i> are identified as per organization requirement 7.2 Customer virtual platform personnel are trained in accordance with HR training policy 7.3 Personnel are assigned active sites in accordance to customer relationship management

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>
	strategies 7.4 Customers' concerns on virtual platforms are identified and addressed according to customer relationship management 7.5 Customer virtual platforms feedback is monitored and evaluated in accordance with PR policy and procedures 7.6 Management of customer virtual platforms report is prepared and shared based on organization policy
8. Generate customer feedback report	8.1 <i>Customer satisfaction</i> surveys are conducted based on product/service performance 8.2 Customer satisfaction surveys are analyzed based on product performance and SOPs 8.3 Customer satisfaction is measured based on regular customer surveys

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>
	8.4 Customer satisfaction reports are evaluated based on analyzed customer feedbacks

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. 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

Variable	Range <i>May include but not limited to:</i>
4. Customer relationship management strategies	4.1 Processes 4.2 Technology 4.3 People
5. Target customers	5.1 Existing/current 5.2 Potential 5.3 Dormant
6. Outreach programmes	6.1 Awareness creation 6.2 Customer acknowledgement 6.3 Customer feedback 6.4 Organizational response to customers' feedback 6.5 Database of Frequently Asked Questions (FAQs)
7. Benchmarking	7.1 The process of measuring the performance of a business's products, services and processes against best practices from other companies in the industry.
8. Quality assurance systems	8.1 ISO Standards 8.2 Quality Management Systems 8.3 International Financial Reporting Standards 8.4 International Auditing Standards 8.5 Laws and Regulations

Variable	Range <i>May include but not limited to:</i>
9. Quality Assurance Certification Bodies	9.1 KEBS 9.2 SGS
10. Outsourced Services	10.1 Non-core activities 10.2 Cost Benefit Analysis
11. Virtual platforms	11.1 Facebook 11.2 Twitter 11.3 WhatsApp 11.4 Instagram 11.5 Telegram (modern)
12. Customer Satisfaction	12.1 Expectation 12.2 Perception 12.3 Demand 12.4 Loyalty and repeat purchase 12.5 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
- Virtual platforms
- Social media management
- Competitive advantage
- Customer care
- Cost management
- Cost benefit analysis
- Quality assurance systems
- Quality management systems
- Report writing
- ICT
- Customer outreach

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 Conducted customer outreach programmes 1.2 Conducted customer experience survey 1.3 Identified and implemented competitive edge 1.4 Formulated, analyzed and implemented product and service innovation strategies 1.5 Carried out assessment on quality assurance systems 1.6 Formulated and implemented quality management system 1.7 Identified and selected services to be outsourced. 1.8 Developed and implemented CRM strategies 1.9 Reviewed, monitor and made recommendations on CRM strategies 1.10 Identified and selected organizations' virtual platform 1.11 Trained virtual platform personnel and assigned duties
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	1.12 Identified and addressed customers concerns on virtual platform. 1.13 Prepared and shared management of virtual platform report. 1.14 Prepared and shared customer 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 Format templates 2.6 Project 2.7 Computer/projector 2.8 Tablets
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: 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.
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DEVELOP CORPORATE IMAGE

UNIT CODE: BUS/BM/CR/04/6

Unit Description

This unit specifies the competencies required to develop corporate image. It involves developing corporate image strategy, developing and implementing Public Relations strategy, carrying out CSR activities, maintaining stakeholders' relationships, developing synergies for innovation, developing and implementing rebranding strategies, initiating international/global business opportunities, managing corporate image through media, undertaking periodic corporate image review and monitoring and evaluating corporate image.

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 corporate image strategy	1.1 <i>Corporate image objective</i> is developed, guided by the strategic plan 1.2 Corporate Image Policy is developed according to strategic plan 1.3 <i>Corporate identity tools</i> are designed in accordance with the organization strategic 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>
	1.4 <i>Corporate image components</i> are developed in accordance with the strategic plan 1.5 <i>Corporate communication</i> is carried out in accordance with the Corporate Image Policy 1.6 <i>Corporate advertising</i> is carried out in accordance with the corporate image policy
2. Develop and implement public relations strategy	2.1 <i>Public Relations activities</i> are identified in accordance with the strategic plan. 2.2 PR resources are determined according to PR activities 2.3 <i>Public Relations expenditure</i> budget is determined in accordance with the finance procedure 2.4 Public Relations activities are carried out in accordance with PR Policy and Procedures. 2.5 PR activities are analyzed and reviewed as per 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>
3. Manage Project Resources	3.1 CSR Areas are identified in accordance with the Strategic Plan 3.2 CSR committee is constituted in accordance with CSR policy 3.3 CSR dimensions are spelt out in accordance with the CSR policy 3.4 CSR targeted benefits are determined in accordance with Cost Benefit Analysis 3.5 Scope of CSR is determined in accordance with the budget allocation 3.6 CSR budget is developed according to finance policy and CSR activities 3.7 CSR activities are carried out according to CSR procedures 3.8 CSR activities are evaluated and reviewed as per CSR procedures
4. Maintain stakeholders relationship	4.1 The stakeholders are identified and categorized in accordance with the stakeholders' policy 4.2 Stakeholders response is analyzed in accordance to 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>
	4.3 Response to stakeholders' feedback is carried out according to procedures
5. Develop synergies for innovation	5.1 Partnerships are identified and developed in accordance with Collaborations policy and the Strategic plan 5.2 Partnership benefits are determined in accordance with Strategic plan 5.3 Beneficial Partnership is formed in accordance to collaboration procedure. 5.4 Partnership for innovation is formed in accordance to the collaborations policy
6. Develop and implement rebranding strategies	6.1 Guidelines for monitoring Analysis of current brand status is carried out in accordance with marketing procedures 6.2 Benchmarking key performance indicators against peers in the industry/sector is conducted according to organizations 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>
	6.3 Areas of improvement are identified as per SWOT analysis results 6.4 Rebranding plan is formulated based on SWOT analysis 6.5 Rebranding budget is prepared according to finance policy 6.6 Rebranding plan is implemented as per the rebranding plan and budget 6.7 Rebranding activities is monitored and evaluated based on marketing procedures 6.8 Corrective action is implemented as per corporate image policy
7. Initiate international / global business opportunities	7.1 Global trade policy is developed in accordance with strategic plan 7.2 <i>Global/international business</i> trade opportunities are identified and selected in accordance with the Global trade policy and procedures 7.3 Feasibility study is carried out in accordance with Global trade 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>
	7.4 <i>Benefits of international/global trade</i> and projections are established in accordance to strategic plan projections and cost benefit Analysis 7.5 Selected opportunities are implemented in accordance with Global trade policy and procedures 7.6 Monitoring of implemented opportunities is undertaken according to Global trade policy and procedures
8. Manage corporate image through media	8.1 <i>Virtual platforms and mainstream media</i> are identified as per corporate image policy 8.2 Virtual platforms organizations account is developed in accordance with prevailing legislation and provider's terms and conditions 8.3 Virtual platforms personnel are trained in accordance with training policy 8.4 <i>Virtual platforms and mainstream media are managed</i> 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>
9. Undertake periodic corporate image review and rebrand	9.1 <i>Corporate image components</i> are reviewed in accordance with corporate image policy guidelines 9.2 <i>Rebranding strategies</i> are developed in accordance with the corporate image policy. 9.3 <i>Rebranding process</i> is carried out in accordance with Corporate image procedures 9.4 Corporate <i>rebranding benefits</i> are analyzed in accordance with the financial and non- financial forecasts
10. Monitor and evaluate corporate image	10.1 <i>Stakeholder Feedback</i> is obtained according to Organizations policy and procedures 10.2 Corporate image is evaluated in accordance with analyzed marketing information system 10.3 Corrective action is undertaken in accordance with the 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>
	10.4 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. Corporate image components	1.1 Goods and services 1.2 Factories 1.3 Communication media 1.4 Name 1.5 Logo 1.6 Packaging 1.7 Employees 1.8 Policies 1.9 Ideas and beliefs 1.10 Country culture 1.11 Media reports

Variable	Range <i>May include but not limited to:</i>
2. Corporate image objective	2.1 Positive consumer response 2.2 Portray business and products 2.3 Higher pricing 2.4 Repeat purchase 2.5 Quality employees 2.6 Financial viability 2.7 Public ranking
3. Corporate advertising	3.1 Public relations 3.2 Institutional 3.3 Corporate identity 3.4 Recruitment
4. Public relations activities	4.1 Advertising 4.2 Sponsorship 4.3 Special events 4.4 Promotion
5. Public relations expenditure	5.1 Transportation 5.2 Hospitality 5.3 Branded merchandise 5.4 Personnel expenses 5.5 Communication 5.6 Exhibitions/shows/activations/open days
6. Corporate identity tools	6.1 Name 6.2 Logo 6.3 Slogan 6.4 Colors 6.5 Font

Variable	Range <i>May include but not limited to:</i>
7. Virtual platforms media	7.1 WhatsApp 7.2 Facebook 7.3 Instagram 7.4 Twitter 7.5 Snap chat 7.6 Email 7.7 Road-shows 7.8 Online communication channels 7.9 Community based input 7.10 Online interactions/ collaborations
8. Mainstream media	8.1 Television 8.2 Films 8.3 Radio 8.4 Print media (Magazines, newspapers, newsletters)
9. Virtual platforms / mainstream media are managed	9.1 Positive publicity 9.2 Negative publicity
10. Corporate communication	10.1 Product name and logo 10.2 Formal statements e.g. mission slogan, code of ethics, credo 10.3 Scheduled events
11. Rebranding strategy	11.1 Logo 11.2 Service 11.3 Taglines

Variable	Range <i>May include but not limited to:</i>
	11.4 Market positioning 11.5 Message 11.6 Product name 11.7 Website
12. Rebranding process	12.1 New vision 12.2 Conduct research 12.3 Determine stakeholders 12.4 Communicate change 12.5 Identify core stakeholders 12.6 Project new stakeholders
13. Rebranding benefits	13.1 Tangible 13.2 Intangible
14. Stakeholders feedback	14.1 Online communication 14.2 Polls 14.3 Live chart 14.4 Email surveys 14.5 Calls 14.6 Monitoring of social channels
15. CSR areas	15.1 Economic 15.2 Legal 15.3 Ethical 15.4 Philanthropy
16. CSR dimensions	16.1 Business ethics 16.2 Accountability and transparency 16.3 Social economic development 16.4 Environmental

Variable	Range <i>May include but not limited to:</i>
	16.5 Human rights 16.6 Workers welfare 16.7 Market relations 16.8 Sustainable development and growth
17. Stakeholders	17.1 Customers 17.2 Shareholders 17.3 Employees 17.4 Suppliers 17.5 Government agencies 17.6 Financial institutions 17.7 Social action organizations
18. Stakeholders response	18.1 Complaints 18.2 Complements 18.3 Suggestions
19. Partnership benefits	19.1 Sustainable beneficial relationships 19.2 Streamlining objectives 19.3 People skill connection 19.4 National goal focus
20. International business	20.1 Export 20.2 Foreign direct investments 20.3 Licensing 20.4 Franchise 20.5 Management contact
21. International business benefits	21.1 New consumers 21.2 New products

Variable	Range <i>May include but not limited to:</i>
	21.3 Flow of ideas 21.4 Product variety 21.5 Labor and technology mobility

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
- Public relations

Required Knowledge

The individual needs to demonstrate knowledge of:

- International business
- Public relations
- Corporate Social Responsibility (CSR)
- Public Relations (PR)
- Legal aspects in business
- Collaborations and linkages
- Stakeholders management
- Corporate Image and rebranding
- Use of internet
- Communication
- Entrepreneurship
- Basic marketing
- Virtual platforms
- Social media
- Management of corporate image

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 Developed corporate reputation 1.2 Designed CSR programme and budget
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	1.3 Carried out Public Relations and Corporate Social Responsibility 1.4 Created stakeholders profile and maintained the relationships 1.5 Developed synergies for innovation and partnerships 1.6 Developed corporate image strategies 1.7 Developed organizations' virtual platforms accounts 1.8 Developed proposals for international/global business 1.9 Initiated global businesses 1.10 Managed social media corporate image 1.11 Undertook periodic corporate image review 1.12 Undertook rebranding
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: 1.1 Observation 1.2 Written

	1.3 Presentation 1.4 Case study 1.5 Project
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.

MANAGE BUSINESS ASSETS AND LIABILITIES

UNIT CODE: BUS/BM/CR/05/6

Unit Description

This unit specifies the competencies required to manage business assets and liabilities. It involves preparing business assets and liabilities plan, evaluating business capital investment, establishing internal control system over assets and liabilities, documenting and computerizing business assets and liabilities.

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 finance 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>
	1.5 Budget estimates are received as per the organization requirements 1.6 Business asset and liabilities plan and budget is prepared according to strategic plan and finance policy
2. Evaluate business capital investment	2.1 Alternative business investments are obtained based on business strategic plan 2.2 Business investments are evaluated using business <i>investment criteria</i> 2.3 Business investment evaluation report is prepared according business investment policies. 2.4 Capital investment is selected according to strategic plan.
3. Establish internal control system over assets and liabilities	3.1 <i>Internal control system</i> on assets and liabilities is developed according to policies and procedures of the business 3.2 Asset acquisition is undertaken according to the asset policy, strategic plan, capital expenditure

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>
	budget and procurement procedures and regulations 3.3 <i>Physical controls</i> are done according to SOPs 3.4 <i>Financial controls</i> are made according to accounting systems 3.5 Inventory transactions are updated according to accounting procedures. 3.6 Debtors management is carried out based on credit control policy 3.7 Cash transactions are carried out according to accounting procedures 3.8 Liabilities management is carried out according to accounting procedures
4. Maintenance and disposal of assets	4.1 Categorization policy for fixed assets is defined according to fixed asset policy 4.2 Asset maintenance schedule is prepared according to fixed assets 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>
	4.3 Assets maintenance budget is prepared and shared based on fixed asset policy 4.4 Maintenance of assets is carried out and monitoring is conducted in accordance with fixed asset policy 4.5 Disposal of assets is carried out according to disposal procedures and regulations
5. Document and computerize business assets and liabilities	5.1 Organization assets and liabilities are identified according to organization asset and liabilities registers. 5.2 Assets and liabilities are updated in the database according to organization ICT policy. 5.3 Assets and liabilities report is prepared according to standard operating procedures (SOPs) and finance 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 1.6 Intangible assets (Software, patents, royalties, goodwill) 1.7 Bank/cash 1.8 Investments 1.9 Accounts receivable
2. Liabilities	2.1 Loans 2.2 Debentures 2.3 Accounts payable 2.4 Accruals 2.5 Bank overdraft 2.6 Leases 2.7 Contingent liabilities
3. Physical controls	3.1 Physical asset 3.2 Asset specifications 3.3 Asset location –GPS tracking 3.4 Inspection

Variable	Range <i>May include but not limited to:</i>
	3.5 Insurance 3.6 Usage and authorization
4. Internal control systems	4.1 Physical controls 4.2 Non-physical controls 4.3 Financial controls
5. Financial controls	5.1 Asset register records 5.2 Debt instruments on assets 5.3 Purchase cost 5.4 Depreciation 5.5 Capital allowances 5.6 Financial statement reporting
6. Capital investment	6.1 Funds invested in long term assets 6.2 Assets purchased for business expansion, technology to meet business objectives. 6.3 Assets constructed for business
7. Investment criteria	7.1 Accounting rate of return 7.2 Internal rate of return 7.3 Payback period 7.4 Net present value 7.5 Profitability index

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
- Computerized accounting records
- Financial management
- Working capital items
- Investment appraisal
- Procurement Act and Regulations

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 business assets and liabilities plan 1.2 Prepared asset requirement budget 1.3 Evaluated various investment projects 1.4 Selected most viable investment project 1.5 Developed internal control system on organizational assets 1.6 Recorded inventory transactions 1.7 Carried out credit control 1.8 Identified payables schedule 1.9 Documented and computerized organizational assets and liabilities.
2. Resource implications	The following resources must be provided: 2.1 Assessment location 2.2 Candidate reports 2.3 Laptop/projector 2.4 Format templates 2.5 Printer

3. Methods of assessment	Competency may be assessed through: 3.1 Observation 3.2 Written 3.3 Oral 3.4 Case study 3.5 Presentation 3.6 Third party report
4. Context of Assessment	Competency may be assessed: 4.1 On the job 4.2 Off the job 4.3 In work placement 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.

MANAGE FINANCIAL OPERATIONS

UNIT CODE: BUS/BM/CR/06/6

Unit Description

This unit specifies the competencies required to manage financial operations of an organization. It involves preparing organization financial plan and budget, establishing corporate governance structure, monitoring implementation of budgets and analyzing of variances, managing working capital, preparing financial statements, analyzing financial statements and preparing performance 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 an organization financial plan	1.1 Organizational data is identified according to SOP 1.2 Financial targets are identified in accordance with strategic plan 1.3 Financial planning committee is formulated based on the organization finance policy. 1.4 Financial estimates are received based on the organization budget manual.

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>
	1.5 Business alternatives plans are reviewed according to organization objectives and policy. 1.6 Financial plan is developed based on the organization strategic plans. 1.7 Report is prepared based on the financial plan
2. Prepare organization budgets	2.1 Budgets estimates are received by <i>functional managers</i> according to organization's policies 2.2 Budget committee is formed as per organizational policies 2.3 <i>Functional budgets</i> are prepared as per organizational budgeting procedures 2.4 <i>Master budget</i> is prepared as per organization strategic plans 2.5 Budgets are reviewed and adjustments are made according to budget manual. 2.6 Budgets are presented for approval according to organization budget 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>
	2.7 Budget are implemented in accordance to organizational plan
3. Establish corporate governance structures	3.1 Operating and financial plans are reviewed and approved based on the corporate strategies 3.2 Organization's financial reporting and auditing functions are implemented based on the financial reporting and audit standards. 3.3 Organization's compensation programs are evaluated based on the labor laws and human resource policies. 3.4 Organization's systems are evaluated to manage the risk in accordance with risk management policy 3.5 Corporate governance structure is developed based on the strategic 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. Bold and italicized terms are elaborated in the Range</i>
	3.6 Report is prepared based on Corporate governance structure
4. Monitor implementation of budgets and analyze variance	4.1 <i>Actual and budgeted</i> results are reviewed based on the organizational policies 4.2 <i>Variances</i> are generated based on budget procedures 4.3 Variances are analyzed as per operational plans 4.4 Variance report is prepared as per budget procedures 4.5 Corrective action is taken according to budget procedures 4.6 Follow up on budgetary implementation and corrective action is carried out based on budget procedures
5. Manage working capital	5.1 <i>Working capital</i> policies are made based on the organizational requirements 5.2 Inventory is managed according to inventory 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 Procurement is carried out according to procurement procedures and regulations 5.4 <i>Payables and liabilities</i> are settled according to payment procedures. 5.5 Receivables are managed according to organization credit policy. 5.6 Cash and cash equivalents are managed according to cash management policies. 5.7 Working capital is monitored based on the working capital procedures. 5.8 <i>Corrective</i> action is taken according to SOPs
6. Prepare financial statements	6.1 <i>Financial information</i> is obtained from financial records. 6.2 Income Statement is prepared based on the income and expenditure 6.3 Statement of financial position is prepared based on assets, liabilities and capital

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>
	6.4 Statement of cash flow is prepared as per the financial reporting standards
7. Analyze financial statements	7.1 <i>Financial Statements</i> are obtained as per organizational policy 7.2 Financial statement are analyzed as per SOPs 7.3 Trends are determined and interpreted based on financial ratios 7.4 Corrective action is taken in accordance with strategic plan
8. Prepare annual performance report	8.1 Organization strategies are reported as per the strategic plan. 8.2 Organization financial statements are reported as per the financial reporting and audit guidelines. 8.3 Quality of the firm's financial statements is assessed based on the financial ratios. 8.4 Contingencies and risks are reported based on the SOP 8.5 Prospects of the organization are reported according to strategic 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>
	8.6 Annual performance report is prepared based on the standard operating 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. Organization data	1.1 Revenue/sales 1.2 Purchase 1.3 Production 1.4 Labor 1.5 Expenditure
2. Functional manager	2.1 Marketing 2.2 Production 2.3 Procurement 2.4 Chief finance officer 2.5 Human resource 2.6 Research and development

Variable	Range <i>May include but not limited to:</i>
3. Functional budgets	3.1 Sales budget 3.2 Production budget 3.3 Purchases budget 3.4 Cash budget 3.5 Expenditure budget 3.6 Production cost budget
4. Master budget	4.1 Forecasted income statement 4.2 Forecasted Statement of financial position (Balance sheet)
5. Financial statements	5.1 Income statements 5.2 Balance sheet (statement of financial position) 5.3 Statement of cash flow
6. Variances	6.1 Sales volume 6.2 Cost 6.3 Price 6.4 Efficiency
7. Working capital	7.1 Inventory 7.2 Accounts receivable 7.3 Accounts payable 7.4 Cash and bank 7.5 Short term investments 7.6 Accruals 7.7 Prepayments
8. Payables and liabilities	8.1 Trade payables 8.2 Accrued expenses 8.3 Dividends

Variable	Range <i>May include but not limited to:</i>
	8.4 Interest 8.5 Income tax
9. Financial accounting	9.1 Manual records 9.2 Computerized
10. Working capital	10.1 Inventory (Stocks) 10.2 Accounts receivable (Debtors) 10.3 Bank 10.4 Cash 10.5 Accounts payable
11. Actual and budgeted results	11.1 Income 11.2 Expenditure
12. Financial ratios	12.1 Gross profit margin 12.2 Gross profit mark-up 12.3 Current ratio 12.4 Acid test Ratio 12.5 Debtors turnover 12.6 Creditors turnover 12.7 Rate of stock turnover

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
- Decision making
- Reporting
- Communication
- Problem solving
- Mathematical

Required Knowledge

The individual needs to demonstrate knowledge of:

- Auditing
- Risk management
- Resource mobilization
- Financial and asset management
- Record keeping
- (Computerized) Financial accounting
- Financial management
- Computer applications
- Budget and budgetary control
- Ratio analysis
- Working capital
- Corporate governance

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 an organization financial plan 1.2 Prepared operational budgets 1.3 Established corporate governance structures 1.4 Analyzed variances between actual performance and budgeted estimates 1.5 Managed working capital 1.6 Recorded financial transactions 1.7 Prepared financial statements 1.8 Analyzed and interpreted financial statements 1.9 Prepared annual organization performance report
2. Resource implications	The following resources must be provided: 2.1 Assessment center 2.2 Financial templates 2.3 Business documents 2.4 Candidate reports 2.5 Laptop/projector
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 (in industrial placement) 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.

MANAGE BUSINESS RISKS

UNIT CODE: BUS/BM/CR/07/6

Unit Description

This unit specifies the competencies required to manage business risks. It involves identifying and assessing risks, establishing risk management team, developing and implementing risk mitigation plan, monitoring and evaluating 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 Business risks are analyzed according to Committee of Sponsoring Organization (COSO) model 1.3 Business risks are classified based on nature and timing of risks 1.4 Risk assessment matrix is prepared according to risk

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>
	scenarios and organizational procedures 1.5 Risk perspectives 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 Recruitment process for risk management team is conducted in accordance with HR policy and requirements 2.5 Job specification 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 <i>risk data</i> are conducted according to procedures for identifying and mitigating risks
3. Develop and implement risk mitigation plan	3.1 Risk impact is evaluated according to the Risk assessment matrix 3.2 <i>Risk mitigation plan</i> is developed according to the evaluation of the risk assessment matrix and budget. 3.3 <i>Risk mitigation</i> plans 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 <i>risk areas</i> are identified according to <i>risk management process</i> 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. Bold and italicized terms are elaborated in the Range</i>
5. Prepare business risk management report	5.1 Business risk management report is prepared and shared in accordance with SOPs 5.2 Risk management recommendations are implemented as per ERM 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. Business risks	1.1 Business Interruption 1.2 Property loss 1.3 Employee injury 1.4 Business liability 1.5 ICT Security 1.6 Financial 1.7 Operating 1.8 Physical security 1.9 Corporate image

Variable	Range <i>May include but not limited to:</i>
	1.10 Market Risks 1.11 Legal 1.12 Political 1.13 Cultural
2. COSO Models	2.1 Control environment 2.2 Risk assessment 2.3 Control activities 2.4 Information and communication 2.5 Monitoring activities
3. Risk assessment matrix	3.1 Likelihood 3.2 Impact
4. Risk perspectives	4.1 Pure or speculation 4.2 Objective or subjective 4.3 Diversifiable or non-diversifiable
5. Recruitment	5.1 Selection 5.2 Referrals 5.3 Outsourcing 5.4 Head hunting
6. Job specification	6.1 Specific qualifications 6.2 Level of experience 6.3 Emotional intelligence 6.4 Technical skills
7. Risk mitigation	7.1 Risk acceptance/retention 7.2 Risk avoidance 7.3 Risk transfer 7.4 Risk limitation/ modify impact and likelihood

Variable	Range <i>May include but not limited to:</i>
	7.5 Exploitation
8. Risk mitigation plan	8.1 Insurance 8.2 Training 8.3 Integration
9. Risk areas	9.1 Finance 9.2 Labor turnover 9.3 Assets 9.4 Liabilities
10. PESTEL	10.1 Political 10.2 Economical 10.3 Social 10.4 Technological 10.5 Environmental 10.6 Legal
11. SWOT	11.1 Strengths 11.2 Weakness 11.3 Opportunities 11.4 Threats
12. Risk data information	12.1 Identification of assets 12.2 Valuing the assets 12.3 Identifying threats 12.4 Calculating the risk 12.5 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
- COSO model

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 Assessed risks in business operations 1.2 Established risk management team 1.3 Analyzed and classified business risks 1.4 Developed and implemented risk management plan 1.5 Monitored and evaluated risk management process 1.6 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: 1.1 On the job 1.2 Off the job 1.3 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.

COORDINATE INFORMATION COMMUNICATIONS TECHNOLOGY (ICT) FUNCTIONS

UNIT CODE: BUS/BM/CR/08/6

Unit Description

This unit specifies the competencies required to coordinate ICT functions. It involves developing organizations ICT policy, managing procurement of ICT services, managing ICT installation and maintenance, managing organizations ICT integration. It also entails managing ICT innovation, managing virtual platform, analyzing and interpreting reports generated from ICT system, conducting ICT user training 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 Organization ICT policy	1.1 ICT Technical team is formed in accordance with strategic plan 1.2 <i>ICT draft policy</i> is developed in accordance with the strategic plan 1.3 ICT draft policy is reviewed and a report generated according to organization standard operating 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 Amendments on draft ICT policy is undertaken based on review report 1.5 ICT policy is developed and approved in accordance with the ICT objectives in the strategic plan 1.6 ICT policy is shared among organization departments according to organization policy
2. Manage Procurement of ICT Services	2.1 ICT needs assessment is carried out according to organizations business operations 2.2 Requisitions are received from user departments according to ICT policy 2.3 Invitation to tender or quotation is done according to the budget and the mode according to the procurement procedure and regulations 2.4 Sourcing of <i>ICT services</i> is done in accordance with the procurement procedure and regulations 2.5 Verification of procured ICT services is undertaken according to the procurement 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>
	2.6 Procured services are distributed to respective departments based on procurement policy
3. Manage ICT Installation and Maintenance	3.1 Requirements of the <i>ICT system</i> 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 access levels and rights are defined and in accordance with ICT policy 3.4 ICT system is maintained as per the ICT policy requirements 3.5 ICT backup procedures are developed and implemented in accordance with 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>
	3.6 The ICT system is reviewed in accordance with the feedback gathered from the users
4. Manage Organizations ICT Integration	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
5. Manage ICT Innovation	5.1 Current technologies in ICT are identified and evaluated according to the organizational needs

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>
	5.2 Training needs on ICT are identified and conducted according to the needs and approved budget 5.3 <i>ICT technologies</i> are adopted and managed as per ICT guidelines 5.4 Impact assessment on new ICT technology uptake is conducted according to the organization policy 5.5 Recommendation on ICT uptake is made
6. Manage Virtual Platform	6.1 Virtual platforms are identified according to organization needs 6.2 Personnel are trained on the use of social media according to organizational policy 6.3 Virtual platform is customized in accordance with organizations needs 6.4 <i>Online services</i> for the business are developed in accordance with ICT Policy 6.5 System feedback is monitored and reviewed as per 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>
	6.6 Systems security is provided in accordance with ICT policy
7. Analyze and Interpret Reports Generated from ICT System	7.1 Information analysis system is developed as per the organization policy 7.2 Departmental user reports are obtained according to the organization policy 7.3 Analysis and interpretation of reports is conducted according to the ICT policy. 7.4 Analyzed departmental user reports are disseminated according to organization procedures 7.5 Periodic review of ICT system is undertaken in accordance with ICT policy and procedures/SOPs
8. Conduct ICT User Training	8.1 Training needs assessment is carried out in accordance with HR training procedures 8.2 Training objectives are set based on training needs

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>
	8.3 Training programmes is prepared as per HR procedures 8.4 Training budget is prepared according to organization finance procedures and policy 8.5 Training resources are obtained in accordance with budget 8.6 ICT training is carried out as per training programme and budget 8.7 Evaluation of training is carried out as per training needs and objectives set 8.8 Training report is prepared and shared according to organization procedures
9. Prepare ICT report	9.1 Organization ICT report is prepared and shared in accordance with SOPs 9.2 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 1.4 Users 1.5 Communications technology
2. ICT Draft Policy	2.1 Users 2.2 Service providers 2.3 Acquisition 2.4 Maintenance 2.5 Monitoring 2.6 Disposal 2.7 Control
3. Virtual 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

Variable	Range <i>May include but not limited to:</i>
	4.6 Coding 4.7 Network
5. ICT technologies	5.1 Human interface 5.2 Nano technology 5.3 Bio technology 5.4 Artificial intelligence technology
6. Online services	6.1 Websites 6.2 Email 6.3 Video conference 6.4 Registration 6.5 Recruiting
7. Systems of sharing information	1.1 LAN 1.2 Telephone 1.3 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
- Report writing
- Training
- Statistical analysis

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 Procured ICT services 1.4 Installed ICT systems 1.5 Maintained ICT systems 1.6 Developed networking systems for the organization 1.7 Adopted to new appropriate ICT technologies 1.8 Identified, adopt and managed use of social media 1.9 Analyzed and disseminated departmental ICT user reports 1.10 Conducted ICT user training 1.11 Prepared and shared training report
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.

COORDINATE BUSINESS DEVELOPMENT

UNIT CODE: BUS/BM/CR/09/6

Unit Description

This unit specifies the competencies required to coordinate business development. It involves developing business development strategy, identifying potential business opportunities and tracking emerging markets, developing company presence and brands strategies, maintaining customer relations management (CRM) system, monitoring sales turnover, managing new strategic partnerships, benchmarking industry players and documenting and computerizing business strategy.

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. Develop business development strategy	1.1 Data is obtained from current business trends according to company policies and procedures 1.2 Strategic objectives are developed according to strategic 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>
	1.3 Business development strategies are developed to embrace <i>modern communications technology</i> according to the business development Policy 1.4 Mix of <i>Inbound and Outbound business development</i> strategies is developed in accordance with the marketing policy and procedures
2. Identify potential business opportunities and track emerging markets	2.1 Business opportunities are assessed by identifying the business direction according to the strategic plan. 2.2 Business strengths are analyzed in accordance to SWOT analysis 2.3 Business opportunities analysis to evaluate <i>market factors</i> is carried out according to PESTEL. 2.4 Business opportunities are evaluated for viability and selected according to the Strategic plan, and business development policy criteria. Business opportunities

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>
	selected are undertake in accordance to the budget allocations 2.5 New markets are identified and tracked according to PESTEL.
3. Develop Company Presence and Brands Strategies	3.1 Business development plans are prepared according to the business development strategies given. 3.2 Market survey is done according to strategic plans. 3.3 Business development plans are communicated to the department according to the business development procedures. 3.4 Company promotional activities are identified according to market survey 3.5 Company presence and brands strategy report is prepared according to company 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. Maintain Customer Relations Management (CRM) System	4.1 Customer data is obtained from customer's account in the accounting system 4.2 <i>Customer Relations Management (CRM)</i> is evaluated from data collected in accordance to CRM procedures. 4.3 Customer accounts are updated for any transaction carried out online according to standard operating procedures 4.4 Customer data is stored in accordance with the ICT and CRM Policies 4.5 <i>Cloud based CRM Apps</i> benefits are identified in accordance with ICT and CRM policies
5. Monitor Sales Turnover	5.1 Assessment of sales turnover is carried out according to business strategies 5.2 <i>Business turnover indicators</i> are identified in accordance to the nature of business

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 Areas of improvement are identified based on assessment results 5.4 Effective and targeted solutions are developed based on assessment results 5.5 Developed solutions are implemented and report is generated based on organization procedures
6. Manage New Strategic Partnerships	6.1 Business partners are identified according to organization marketing strategy 6.2 Business partners are classified and recorded according to standard operating procedures 6.3 Technical committee is formed according to organization strategic plans.
7. Benchmark Industry Players	7.1 Performance parameters are identified and measured in accordance with organizational 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>
	7.2 Organizations to benchmark against are identified based on industry standards 7.3 Benchmarking information is collected, collated and analyzed according to statistical procedures 7.4 Actual benchmarking is conducted according to statistical procedures 7.5 Opportunities and recommendations for improvement are identified and shared in a report based on benchmarking outcomes
8. Document and computerize business strategy	8.1 Business strategic documents are obtained according to standard operating procedures. 8.2 Computer hardware and software are obtained according to standard operating procedures. 8.3 Business strategies are computerized according to 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>
	8.4 Business strategy report is prepared and shared within the organization according to standard operating 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. Modern Communications Technology	1.1 Website 1.2 Social Network-Twitter, face book, emails, LinkedIn 1.3 Business blogs 1.4 Profiles and business networks 1.5 Information soft sharing – Google
2. Inbound business development strategy	2.1 Use of social media and internet in converting visitors to clients

Variable	Range <i>May include but not limited to:</i>
3. Outbound business development strategy	3.1 Online marketing 3.2 Offline marketing 3.3 Corporate marketing 3.4 Telemarketing
4. Market factors	4.1 Company 4.2 Brand 4.3 Competitor 4.4 Supply Chain 4.5 Regulations 4.6 Environment
5. Customer Relations Management (CRM)	5.1 Managing business interactions with customers, both current and potential in order to improve profitability
6. Benchmarking Information	6.1 Human resources 6.2 Financial performance 6.3 Products and services 6.4 Operations 6.5 Location
7. Cloud Based CRM Apps	7.1 Customer data is stored in the cloud and accessed from the cloud 7.2 No software management required 7.3 Infinite capacity 7.4 Accessed anywhere with internet

Variable	Range <i>May include but not limited to:</i>
	7.5 Secure online environment
8. Business Turnover Indicators	8.1 Financial turnover ratios 8.2 Market Share 8.3 Customer loyalty

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:

- Computer
- Analytical skills
- Entrepreneurship
- Financial management
- Marketing strategy
- Public Relations
- Customer service
- Communication and negotiation
- Problem solving
- Networking
- Driving
- Benchmarking

Required Knowledge

Coordination the individual needs to demonstrate knowledge of:

- ICT
- SWOT
- PESTEL
- Customer Relations Management
- Basic financial Accounting
- Resource mobilization
- Team work
- Conflict management
- Internet
- Working capital management
- Record keeping
- Marketing
- Business ethics
- Partnership building

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 Developed a business strategy from given instructions 1.2 Implemented business opportunity policies and procedures according to
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	instructions 1.3 Maintained performance records for the business 1.4 Conducted market survey and prepared business development plan 1.5 Monitored sales turnover 1.6 Identified business turnover indicators 1.7 Maintained CRM system 1.8 Managed new strategic partnerships 1.9 Identified potential business opportunities and tracked emerging issues 1.10 Computerized business strategies and prepared a report 1.11 Benchmarked industry players and identified opportunities for improvement with recommendations 1.12 Analyzed business performance and trends and prepared a report
2. Resource Implications	The following resources must be provided: 2.1 Assessment location 2.2 Candidate reports 2.3 Laptop/printer 2.4 Internet 2.5 Format templates

3. Methods of Assessment	The following resources must be provided: 3.1 Assessment location 3.2 Candidate reports 3.3 Laptop/printer 3.4 Internet 3.5 Format templates
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.