

**SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)**

In accordance with regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

Entrepreneurship Small Business Development

Registered by NSB 03, Business, Commerce and Management Studies, publishes the following unit standards for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the unit standards. The unit standards can be accessed via the SAQA web-site at www.saqqa.org.za. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, Hatfield Forum West, 1069 Arcadia Street, Hatfield, Pretoria.

Comment on the qualification and unit standards should reach SAQA at the address ***below and no later than 1 March 2004***. All correspondence should be marked **Standards Setting – SGB for Entrepreneurship Small Business Development** and addressed to

The Director: Standards Setting and Development
SAQA

Attention: Mr. D Mphuthing

Postnet Suite 248

Private Bag X06

Waterkloof

0145

or faxed to 012 – 431-5144

e-mail: dmphuthing@saqa.co.za

JOE SAMUELS

DIRECTOR: STANDARDS SETTING AND DEVELOPMENT

1. **TITLE:** Demonstrate an understanding of an entrepreneurial profile.

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 5

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard is aimed at learners who would like to identify and develop within themselves, the personal characteristics of an entrepreneur that ensure the successful operation of a new venture.

The Unit Standard also introduces the learner to the economic, administrative and behavioural (psycho-social) barriers that contribute to failure in starting and sustaining an enterprise. The learner will develop strategies to work effectively in a group and set personal goals in an entrepreneurial context.

In order to contribute to the development of society at large the Unit Standard will make the learner aware of the importance of the entrepreneur in creating new ventures and employment opportunities.

The qualifying learner will be able to:

- Describe and discuss entrepreneurship
- Identify and describe the characteristics of a successful entrepreneur.
- Identify, assess and improve individual entrepreneurial characteristics.
- Explain and demonstrate effective teamwork strategies in an entrepreneurial context.

9. **LEARNING ASSUMED TO BE IN PLACE:**

Learners accessing this qualification will have demonstrated competence in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Describe and discuss entrepreneurship.

Assessment Criteria:

- 1.1 Entrepreneurship is described and discussed in terms of employment opportunities .

- 1.2 Entrepreneurial opportunities are identified and described within a specific economic area related to the interest of the learner.
- 1.3 Advantages and disadvantages of entrepreneurship are explained with examples.
- 1.4 Reasons for business failure are identified and discussed with examples.
- 1.5 The role of entrepreneurship in social development is explained with examples.

Specific Outcome 2: Identify and describe the characteristics of a successful entrepreneur.

Assessment Criteria:

- 2.1 The characteristics of a successful entrepreneur are identified and discussed with examples.
- 2.2 Skills, aptitudes, personality and values of entrepreneurial behaviour are clearly differentiated with examples.
- 2.3 The importance of each characteristic is analysed in the context of a specific new venture.
- 2.4 The technical, business, managerial and personal strategies required for establishing a successful venture are explained with examples.

Specific Outcome 3: Identify, assess and improve individual entrepreneurial characteristics.

Assessment Criteria:

- 3.1 A base-line knowledge of self in respect of personality, interests and aptitude is established by the learner.
- 3.2 The characteristics of a successful entrepreneur are identified and listed in the individual's own context.
- 3.3 Own strengths and weaknesses as an entrepreneur are determined with examples.
- 3.4 Strategies to address shortcomings are developed and implemented where possible.
- 3.5 Enabling programmes for the new entrepreneur are identified.
- 3.6 Short term goals for self in entrepreneurial context are clearly articulated and discussed.
- 3.7 Medium and long term goals are planned and sustainability of the goals are determined.

Specific Outcome 4: Explain and demonstrate effective teamwork strategies in an entrepreneurial context.

Assessment Criteria:

- 4.1 The concepts of teamwork are explained and implemented where applicable.
- 4.2 The characteristics of group dynamics are analysed with examples given of each.
- 4.3 Group roles and stages in team development are identified.
- 4.4 Strategies for effective teamwork and the effects of group dynamics in the work place are discussed with examples.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA., or an ETQA that has a Memorandum of Understanding with the relevant ETQA
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA .
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- The individual's context may include family, community, spaza, organisation or business
- Entrepreneurial characteristics include, but are not limited to commitment, energy, need to achieve, tolerance for stress, decisiveness, and ability to deal with failure, ability to identify opportunities, to make informed decisions, ability to manage risk and time management.
- The role of entrepreneurship in social development: Job creation, empowerment, local wealth creation, urbanisation and negation of migrant labour.
- Address shortcomings: skills training, assertiveness training or equivalent programmes.
- Aptitude and personality tests. Psycho-social barriers contributing to failure.
- Group work and group dynamics.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- Definition of entrepreneur and "intrapreneur".
- Definitions of skills, aptitudes, personality and values.
- The distinguishing characteristics and role of an entrepreneurial profile.
- Understand a range of potential self-employment options.
- An understanding and an appreciation that it is usually an individual's responsibility to develop entrepreneurial skills.
- Advantages and disadvantages of entrepreneurship.
- Reasons for business failure.
- Group dynamics and effective team strategies.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The ability to:

- Communicate effectively using visual, mathematical and/or language skills in context of the new venture.
- Organise oneself and one's activities by carefully considering the advantages and disadvantages of being an entrepreneur before making a business decision.

- Collect, analyse, organise and critically evaluate information in order to develop entrepreneurial skills with a clear understanding of the implications for a new venture.
- Identify and solve problems pertaining to the entrepreneurial profile of the individuals.
- Work effectively in a group within a business context.

1. **TITLE:** Apply innovative thinking to the development of a small business
2. **UNIT STANDARD NUMBER:**
3. **LEVEL ON THE NQF:** 4
4. **CREDITS:** 4
5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management
6. **ISSUE DATE:**
7. **REVIEW DATE:**
8. **PURPOSE:**

This Unit Standard is aimed at giving the learners a fundamental understanding of the importance of innovation in business success. The learner will gain knowledge of specific techniques for releasing creativity in the development a viable business venture.

It will also address the behavioural (psycho-social) barriers that contribute to failure in starting and sustaining an enterprise.

The qualifying learner will be able to:

- Develop specific techniques for releasing creativity in developing ideas/opportunities for a new venture.
- Determine the role of innovation in the development and growth of a new venture.
- Apply principles and practices of innovation in the development and growth of a new venture.

9. LEARNING ASSUMED TO BE IN PLACE:

- Learners accessing this qualification will have demonstrated competence in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Develop specific techniques for releasing creativity in developing ideas/opportunities for a new venture

Assessment Criteria:

- 1.1 The concept and application of creativity is demonstrated through business related activities.
- 1.2 The difference between analytical and creative thinking is demonstrated with examples through problem-solving activities in a new venture creation context.
- 1.3 Barriers to creative thinking are identified with examples of their effect on creative thinking.
- 1.4 Lateral thinking exercises are applied to generate new ideas.

Specific Outcome 2: Determine the role of innovation in the development and growth of a new venture.

Assessment Criteria:

- 2.1 The concept of innovation is described and discussed in relation to new venture creation.
- 2.2 Types of innovation are identified and explained with examples.
- 2.3 The impact of innovation on a new venture is explained with examples.
- 2.4 The relationship between successful entrepreneurship and innovation is explained with examples.
- 2.5 Factors that contribute to the development and growth of a new venture are identified and explained with examples.

Specific Outcome 3: Apply principles and practices of innovation to the development and growth of a new venture.

Assessment Criteria:

- 3.1 Innovative thinking is applied to generate new products that the business can make and/or new services it can provide for greater profitability and/or viability
- 3.2 Innovative thinking is applied to generate alternative ways the business can run its operations to cut costs and increase income.
- 3.3 Innovative thinking is applied to generate ways in which the business can generate more employment opportunities without putting the business at risk
- 3.4 Innovative thinking is used to generate ways in which the skills needs of employees can be addressed without risking the venture.
- 3.5 Innovative thinking is applied to find ways to minimise the impact of opposition firms on the venture.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this unit standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this unit standard must be registered as an assessor with the relevant ETQA.
- Any institution offering learning that will enable achievement of this unit standard or assessing this unit standard must be accredited as a provider with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Thinking Skills and idea generating techniques.
- Analytical and creative thinking in a business context.
- The individual's context may include family, community, spaza, organisation or business.
- Entrepreneurial characteristics include, but are not limited to commitment, energy, need to achieve, tolerance for stress, decisiveness, and ability to deal with failure.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- Thinking skills
- Definition of creativity
- Analytical and creative thinking
- The barriers of creative thinking
- The concept of innovation
- Entrepreneurship and innovation
- Types and causes of innovation
- Idea generation techniques
- Principles and practices of innovation.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The ability to:

- Communicate effectively using visual, mathematical and/or language skills in describing innovative ideas for a new venture.
- Organise oneself and one's activities by carefully considering the advantages and disadvantages of being an innovative entrepreneur before making a business decision.
- Collect, analyse, organise and critically evaluate information in order to promote innovation in a new venture.
- Demonstrate an understanding of the world as a set of related systems where the application of the principles and practices of innovation create better chances for a successful venture.
- Identify and solve problems pertaining to the identification of innovative practices in new ventures.

1. **TITLE:** **Research the viability of new venture ideas/opportunities.**

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 5

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard is aimed at learners who wish to identify and screen new ideas and/or opportunities with the intention of establishing and/or participating in a new venture.

The qualifying learner is capable of finding information about different industry sectors; explaining the purpose of potential new ventures; identifying characteristics of successful ventures and evaluating new venture opportunities.

The qualifying learner will be able to:

- Identify and assess own business ideas/opportunities for a new venture.
- Analyse the viability of a selected idea/opportunity against specific screening variables.
- Research the potential of a particular idea/opportunity as a new venture.
- Analyse a range of risks associated with a new venture.
- Evaluate new venture ideas/opportunities based on research findings.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this qualification will have demonstrated competence in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: **Identify and assess own business ideas/opportunities for a new venture.**

Assessment Criteria:

- 1.1 An own business is discussed in terms of its advantages and disadvantages for the owner, the labour market and the business sector.
- 1.2 Sources and methods of access to general and commercial business information are identified for proposed business venture.
- 1.3 Reasons for selecting or rejecting a particular new venture idea/opportunity are explained with examples.
- 1.4 Essential features of the new venture are identified in terms of market share, sales volume, asset value, and extent of independence from outside control.

Specific Outcome 2: **Analyse the viability of a selected idea/opportunity against specific screening variables.**

Assessment Criteria:

- 2.1 The aptitude, interests and values of the potential owner are screened for suitability to the new venture.
- 2.2 The market conditions are assessed to determine the viability of the new venture.
- 2.3 An assessment is made of the competition the new venture is up against.
- 2.4 The access to relevant technology and other resources needed for the new venture is analysed to aid a decision on the viability of the new venture .

Specific Outcome 3: **Research the potential of a particular idea/opportunity as a new venture.**

Assessment Criteria:

- 3.1 A personal profile of an entrepreneur is matched to the type of work, product or service that has potential as a new venture to ensure compatibility.
- 3.2 Training needs to ensure success of the new venture are identified for all persons involved in the venture.
- 3.3 Market research is conducted including analysis of demand for the product/service and competitor analysis.
- 3.4 The most suitable location of the new venture is investigated to aid a decision on the location of the new venture.
- 3.5 Constraints on trade and applicable by-laws are investigated to ensure that there are no legal obstacles to the establishment of the new venture.

Specific Outcome 4: **Analyse a range of risks associated with a new venture.**

Assessment Criteria:

- 4.1 The concept of risk management is explained with examples .
- 4.2 The potential risks and factors that may threaten the new venture are identified and analysed with a view to eliminating and/or minimising them.
- 4.3 The risks associated with being an employer are explained.
- 4.4 The possible measures to reduce risk are explained with examples from a real or simulated new venture.
- 4.5 The insurance and security needs associated to risks in the new venture are investigated.

Specific Outcome 5: **Evaluate new venture ideas/opportunities based on research findings.**

Assessment Criteria:

- 5.1 Criteria are established for evaluating the success of a new venture.
- 5.2 A preliminary evaluation of the proposed new venture is produced in the form of a written report, using the identified criteria.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Risks include demand, competition, capability to produce/service at an economic and marketable price, level of capital require.
- Failure factors include capital management, credit management, technical ability, market access and size, marketing/selling skills, management capability, business growth, personal life conflict.
- Evaluation refers to the size and type of market segment, product range, sources of supply, physical facilities, essential services, financial resources, return on investment, staffing needs, technology requirements, legal/regulatory compliance, growth potential.

13. NOTES:

EMBEDDED KNOWLEDGE:

- Methods and techniques for assessing and analysing information associated with new venture opportunities.
- How to evaluate new venture opportunities.
- The types of new ventures and opportunities.
- The Labour Market study
- Researching the industry and the broad market
- Consumer, competitors and supplier research
- Interpreting research findings
- Identifying your target market
- Estimating the size of the market
- Conducting own research
- Risk management, insurance and security

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES

- Identify and solve problems and make decisions which arise during the process of assessing, analysing and evaluating new venture opportunities.
- Collect, analyse, organise and critically evaluate information which will assist in the investigation and assessment of new venture opportunities.
- Organise oneself and one's activities by using structured methods in investigating and assessing new venture opportunities.
- Demonstrate an understanding of the world as a set of related systems by explaining the potential impact of proposed new venture decisions.
- Develop entrepreneurial opportunities.

1. TITLE: Demonstrate an understanding of the function of the market mechanisms in a new venture

2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 4

4. CREDITS: 5

5. FIELD: Business, Commerce and Management Studies
Sub Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard is aimed at learners who wish to develop an understanding of the way market mechanisms operate in a new venture. It will also address the economic realities of South Africa and the role new ventures play in job creation.

The qualifying learner will be able to:

- Explain the free market system in terms of perfect and imperfect competitive markets.
- Discuss and illustrate the interaction of demand and supply in price determination under conditions of perfectly competitive markets.
- Identify and discuss the factors that drive economic activity.
- Describe the development and significance of markets with particular reference to South Africa.

9. LEARNING ASSUMED TO BE IN PLACE

Learners accessing this qualification will be competent in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Explain the free market system in terms of perfect and imperfect competitive markets.

Assessment Criteria:

- 1.1 Characteristics of different economic systems are identified with examples.
- 1.2 The role of competition in a free market system is explained with examples from state owned/ monopolies and private businesses.
- 1.3 Varying prices of the same product/service are listed in illustrating competition.
- 1.4 Reasons for imperfect competitiveness are described with examples.
- 1.5 The advantages and disadvantages of competition are explained with examples for the consumer and business.

Specific Outcome 2: Discuss and illustrate the interaction of demand and supply in price determination under conditions of perfectly competitive markets.

Assessment Criteria:

- 2.1 The laws of demand and supply and the consequence of these laws for new ventures are explained and illustrated with examples.
- 2.2 Demand and supply curves are illustrated and the relationship between the variables is explained in context of own venture.
- 2.3 The relationship between demand, supply and price is discussed and illustrated with reference to own products or service.
- 2.4 Factors that lead to changes in the demand and supply curve are listed in own specific context.

Specific Outcome 3: Identify and discuss the factors that drive economic activity.

Assessment Criteria:

- 3.1 The effects of cyclical movements in a market system are evaluated in context of a new venture.
- 3.2 The concept of inflation and its impact on own specific business is described with examples.
- 3.3 The reasons for the decline in the value of money are identified with examples.
- 3.4 The role of foreign currency and exchange rates in the general economy is identified with examples.
- 3.5 The role of the interest/ BA rate, Gross Domestic Product and Balance of Payments in the operations of own venture is identified and explained with examples.

Specific Outcome 4: Describe the development and significance of markets with particular reference to SA.

Assessment Criteria:

- 4.1 International trade as a result of uneven distribution of resources is investigated in terms of opportunities for new ventures.
- 4.2 The socio-economic factors in South Africa that underline the importance of new ventures, are identified with examples.
- 4.3 The conditions for the existence of perfect and imperfect markets are explained and related to the south African context.
- 4.4 Growth sectors that exist in South Africa are identified for possible new ventures.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA, or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA .
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Concepts of the economic system.
- Laws of demand and supply
- Interaction of demand, supply and price.
- Factors that influence the South African economy.

13. NOTES:

EMBEDDED KNOWLEDGE:

- Capitalism and Communism
- Market systems
- Demand and supply
- Inflation, GDP, Consumer Price Index
- Balance of Payments, Exchange Rates, Interest Rates
- Economic cycle
- Growth sectors of RSA
- Identifying new venture opportunities.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The ability to:

- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made.
- Collect, analyse, organise and critically evaluate information in relevant sources and other written/spoken texts.
- Organising and managing oneself and one's activities responsibly and effectively in order to understand the way market mechanisms operate.
- Demonstrate and understand the world as a set of related systems through engaging in a number of tasks that require integration of information from different sources and from existing knowledge.
- Exploring education and career opportunities through an awareness of the realities of the South African economy.

1. **TITLE: Plan strategically to improve business performance.**

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 4

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

The qualifying learner will be able to define the concept of strategic planning; discuss and explain the role of the various organisational structures in business performance; supervise and monitor expenditure as a crucial aspect of business performance and analyse marketing objectives.

The learner will be able to identify and rectify problems occurring in a/own business and develop various attributes of a/own business venture to improve performance.

The qualifying learner will be able to:

- Define and discuss the concept of strategic planning in managing business performance.
- Discuss and explain the role of the various organisational structures in business performance.
- Supervise and monitor expenditure as a crucial aspect of business performance.
- Analyse marketing objectives related to business performance.
- Identify and rectify performance problems occurring in own business.
- Develop business attributes in a specific context to enhance performance.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this qualification should be competent in: Computer Literacy, Mathematical Literacy and Communication at NQF level 4 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Define and discuss the concept of strategic planning in managing business performance.

Assessment Criteria:

- 1.1 The concept of strategic planning is defined and discussed using examples from a business venture
- 1.2 Benefits of strategic planning for performance monitoring are listed using examples from a business venture
- 1.3 Aspects of a good strategic plan are identified using examples from a business venture
- 1.4 The relationship between the timing of a strategic plan and performance of a

venture is determined and evaluated using examples from a business venture

Specific Outcome 2: **Discuss and explain the role of the various organisational strategies in business performance.**

Assessment Criteria:

- 2.1 The role of key elements — purpose, process, props, prototype — are determined in the strategy/plan.
- 2.2 Alternative organisational structures are identified and an explanation given of how key elements operate within each structure.
- 2.3 Advantages and disadvantages of all organisational structures are explained using examples from a business venture
- 2.4 Reasons for choosing particular organisational structures are described in terms of a particular business venture.
- 2.5 Examples of organisational structures are provided for own context.

Specific Outcome 3: **Supervise and monitor expenditure as crucial aspect of business performance.**

Assessment Criteria:

- 3.1 Supervision practices, with reference to expenditure are evaluated in own business.
- 3.2 Marketing expenditure is analysed in accordance with the scope of the business.
- 3.3 Business progress is monitored and attributes needing development identified against project plan.
- 3.4 Workflow is organised to achieve minimal wastage and delay.
- 3.5 Maintenance management techniques and tools are utilised as a process for managing and anticipating expenditure.

Specific Outcome 4: **Monitor, measure and report on business performance.**

Assessment Criteria:

- 4.1 Qualitative and quantitative performance indicators are considered for a particular business venture.
- 4.2 Financial indicators are measured and reported for a particular business venture.
- 4.3 Customer satisfaction is monitored and reported for a particular business venture.
- 4.4 A variety of reporting lines are recognised and explained for a particular business venture.
- 4.5 Report priorities and requirements are described and documented for a particular business venture.
- 4.6 Progress is documented and reported in accordance with established
- 4.7 Procedures and agreed timeframe and format.
- 4.8 Decisions on the future of business are based on performance indicators.

Specific Outcome 5: **Identify and rectify performance problems occurring in business.**

Assessment Criteria:

- 5.1 Potential problems are identified, recorded and notified with a view to their resolution
- 5.2 Symptoms of performance problems are identified and root causes determined.
- 5.3 Appropriate problem-solving methods and techniques are identified, selected and applied to solve the problem.

5.4 Performance problems are rectified within set timeframes.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this unit standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this unit standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this unit standard or assessing this unit standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Identify and use appropriate organisational structures in setting up and running a business
- Need for strategic plans and changes in a venture to ensure performance leads to and is driven by the profit motive.
- Advantages and disadvantages of organisational structures including: Finances, business marketing plans, problem identification, culture, politics, vision, ethics and business etiquette.
- Factors that influence the South African economy.

13. NOTES:

EMBEDDED KNOWLEDGE:

- Market systems, Demand and supply
- Economic cycle
- Growth sectors of RSA
- Business organisational structures
- Advantages and disadvantages of each type of organisational structure
- Principles and techniques for general supervision of peoples
- Comprehensive understanding of the nature and scope of business
- Problem solving techniques

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made.
- Work effectively with others as members of a team, group organisation and community.
- Collect, analyse, organise and critically evaluate information in relevant sources and other written/spoken texts.
- Organising and managing oneself and one's activities responsibly and effectively in order to understand the way organisational structures work in a business environment.
- Demonstrate and understand the world as a set of related systems through engaging in a number of tasks that require integration of information from different sources and from existing knowledge.

1. **TITLE:** **Implement an action plan for business operations.**

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 4

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard is intended for all people working in the SMME sector. The learner will be able to implement the business plans developed for a new venture. The practical and physical aspects of establishing a business are the focus of this Unit Standard.

The qualifying learner will be able to:

- Design an action plan for a new venture.
- Implement an action plan to establish own business
- Set up business premises and operational systems
- Arrange business finances
- Identify the crime risk and establish necessary precautions for safety.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this Unit Standard should be competent in: Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: **Design an action plan for a new venture.**

Assessment Criteria:

- 1.1 Actions to take to establish a business are listed with a view to setting priorities.
- 1.2 Actions to be taken are prioritised and an explanation given of the reason for the priority assigned to each action.
- 1.3 Time frames are scheduled for prioritised actions.
- 1.4 Deadlines are determined for scheduled actions.

Specific Outcome 2: **Set up business premises and operational systems**

Assessment Criteria:

- 2.1 Options of leasing or purchasing premises are compared together with the advantages and disadvantages of each option.
- 2.2 Suitable premises and location are determined for a particular business venture.
- 2.3 Operating systems are put into place for a particular business venture.
- 2.4 Professional image is established for a particular business venture.
- 2.5 Legal issues and safety regulations for the premises are adhered to in terms of the relevant legislation.

- 2.6 Stationary and other basic requirements are arranged according to the policy and procedure determined for a particular business.
- 2.7 Communication systems are organised for a particular business venture.

Specific Outcome 3: Business financial systems are arranged

Assessment Criteria:

- 3.1 The various bank systems and types of bank accounts available for a small business are identified and a choice made of the most suitable ones for the business in question.
- 3.2 A code of conduct is established for the business which includes ethical procedures and the fair treatment of internal and external clients.
- 3.3 Financial systems are established to eliminate fraud and to ensure efficient control of money, debtors, creditors, cash flow and the budget.
- 3.4 Financial control and auditing systems are investigated and applied in context.
- 3.5 Screening procedures for debtors are established to ensure bad debts are eliminated or kept to a minimum

Specific Outcome 4: Identify the risks associated with the specific business.

Assessment Criteria:

- 4.1 The internal financial risks are identified and security systems established for a particular business venture
- 4.2 Risks associated with safety and security are evaluated and emergency procedures are established to ensure the safety of all people in the business and the security of equipment.
- 4.3 The insurance needs are investigated and a decision taken on the most suitable insurance to take for a specific enterprise.
- 4.4 The risks associated with stock and other business assets are described and an indication is given of possible measures to reduce the risk.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA .
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA ..
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

The typical scope of this Unit Standard is:

- Poor financial management includes poor cash flow planning, lack of understanding of overdraft requirements, poor management of debtors and creditors, bad debts, unplanned growth, poor screening of debtors, inadequate financial controls.
- Short term insurance needs including building, fire, theft, stock vehicle, movable assets.
- Long term insurance needs include key-man insurance, temporary disablement, buy and sell agreements with partners, death cover, cover to repay business loans, computer insurance, etc.
- Legal business types for new ventures.

- Legal registrations include PAYE, VAT, UIF, RSC, COID, Skills Development Levy and Industry registrations
- Business, financial, marketing and/or operations plans.
- Application forms for different services

13. NOTES:**EMBEDDED KNOWLEDGE:**

- Implementation of finance, marketing, operational, administrative, management plans
- Business name and registration, market research of product, need or service, proposed business structure, location of the new venture, analysis of competition, projected budget income statements, projected cash flow data, personal investment and skills.
- The importance of planning according to time frames and priorities.
- The importance of monitoring and revising implementation plans.
- Evaluate relevant human, physical, human and financial resources.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Identify and solve problems that could arise in business implementation.
- Demonstrate an understanding of the world as a set of related systems by recognising that planning takes place within a broader context when establishing a new venture.
- Collect, analyse, organise and critically evaluate information needed to implement a business plan.
- Communicate effectively so procedures are completed to implement the plans of the new venture.
- Use science and technology to collect and analyse the data to be used establishing a new venture.
- Participate as a responsible citizen in the life of local, national and global communities, by beginning to understand the responsibilities and implications of adhering to the necessary legislation and regulations governing business operations.

1. **TITLE:** Finance a new venture

2. **NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 5

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit standard is intended for learners who need to make decisions and recommendations about financing options for a new venture.

The qualifying learner will be able to:

- Determine the capital requirements of the new venture.
- Identify and compare all short term and long term funding options and services offered by the finance industry for new ventures.
- Compile personal income and expenditure and assets and liabilities statements.
- Identify the requirements and processes to access the selected financing option for the new venture.
- Identify alternative sources to secure finance for a new venture.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this qualification should be competent in Computer Literacy, Mathematical Literacy and Communication at NQF Level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Determine the capital requirements of the new venture.

Assessment criteria:

- 1.1 Funding requirements and capital structure are identified and analysed for the new venture.
- 1.2 Realistic fixed asset requirements are determined for the new venture.
- 1.3 Pre-operating costs are identified and calculated to an exact value.
- 1.4 Monthly operating costs - including a cash flow statement - are compiled for the new venture.
- 1.5 The financial viability of the proposed new venture is assessed and estimation made of the break-even point.

Specific Outcome 2: Identify and compare funding options and services offered by the finance industry for new ventures.

Assessment Criteria:

- 2.1 An extensive list of financial institutions offering funding for new ventures is compiled with a view to selecting the one best suited to the particular venture.

- 2.2 The various funding packages (products) appropriate for a new venture are investigated and compared in terms of own venture needs.
- 2.3 The cost of the various funding options is compared to determine suitability for own venture's business structure.
- 2.4 Short-term and long-term advantages and disadvantages of the various funding options are considered and discussed in context of own business and a decision made as to the most suitable.

Specific Outcome 3: **Compile personal income and expenditure and assets and liabilities statements.**

Assessment Criteria

- 3.1 Personal income and expenditure statements are prepared for oneself based on own financial situation over the past year.
- 3.2 The situations when an assets and liabilities statement is required are listed and an indication is given of the advantages of keeping such records.

Specific Outcome 4: **Identify the requirements and processes to obtain the selected financing option for the new venture.**

Assessment Criteria:

- 4.1 Collateral requirements for accessing funding are identified to determine if they can be met.
- 4.2 The new venture proposals are assessed in terms of available collateral.
- 4.3 The information and back-up documentation needed to process application for funding is collected and used to complete the application
- 4.4 A financing option is chosen that is consistent with the business plan in terms of profit objectives and return on capital.
- 4.5 Laws, regulations, rules and procedures covering the provision and use of financial services are observed to ensure compliance.

Specific Outcome 5: **Identify alternative sources to secure finance for a new venture.**

Assessment Criteria:

- 5.1 The difference between debt (loans) and equity (owner's capital) is explained with reference to the new venture.
- 5.2 Problems faced in obtaining finance for the new venture are identified with a view to overcoming them.
- 5.3 Alternative sources of equity are investigated for the new venture.
- 5.4 Government and non-governmental schemes for new venture creation are investigated and analysed and an explanation given of their advantages and disadvantages for the new venture.
- 5.5 The option of leasing as a method of reducing start-up capital is considered for own venture.
- 5.6 The repayments and interest rates of the alternative options are considered and compared to those of the financial institutions to make informed decisions.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.

- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Funding requirements and capital structure include working, fixed, debt and equity capital.
- Banking and financial institutions may include but are not limited to registered banks, merchant banks, and micro-finance institutions.
- Alternative funding options.

13. NOTES:

EMBEDDED KNOWLEDGE:

- Understand micro and macro economic principles and how the local and national economies work.
- The range of financing options available.
- The principles of interest and repayments.
- Long-term debt and short-term finance

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field outcomes are addressed by this Unit Standard:

- Communicate effectively using visual, mathematical and/or language skills in the modes of oral and/or written presentation.
- Collect, analyse, organise and critically evaluate information in order to make informed financial decisions with clear understanding of the implications.
- Organise oneself and one's activities by carefully considering the advantages and disadvantages of capital funding options for a new venture.
- Work effectively with others as a member of a team, group, organisation or community.
- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made.

1. **TITLE:** Produce business plans for a new venture

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 8

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard has as its core purpose to equip learners with the necessary knowledge and skills to produce business, financial and/or operations plans for implementing a new venture. It will also address the economic and administrative issues that prevent the starting of a new venture and contribute to the inability of an entrepreneur to sustain a new venture

The qualifying learner will be able to:

- Identify, gather and analyse the relevant information needed to compile a business plan.
- Formulate an ethical framework for the operational plans of a new venture.
- Establish and prioritise business, financial and/or operational goals and objectives for a new venture.
- Design and present business, financial and/or marketing plans based on a budget for a new venture.

9. **LEARNING ASSUMED TO BE IN PLACE:**

- Learners accessing this qualification will be competent in Computer Literacy, Mathematical Literacy and Communications and NQF level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: **Identify, gather and analyse the relevant information needed to compile a plan for a new venture.**

Assessment Criteria:

- 1.1 The purpose and importance of a business plan is discussed in terms of its contribution to a successful business.

- 1.2 The different elements of a successful business plan are listed and described with examples
- 1.3 Information on the resources needed and procedures to be followed to achieve the plan is compiled.
- 1.4 The industry specific and legal requirements for own venture are identified and explained in terms of how they will affect the venture.

Specific Outcome 2: **Formulate an ethical framework for the operational plans of a venture.**

Assessment Criteria:

- 2.1 Legislation and relevant regulations relating to the type of venture are identified for use in drawing up a code of ethics for the business.
- 2.2 Non-statutory regulations applicable to the sector are identified and used for use in drawing up a code of ethics for the business
- 2.3 Codes of conduct that are used by similar organisations in the sector are evaluated and elements identified for inclusion in an ethical framework for then business
- 2.4 Social and ethnic considerations are identified for inclusion in the ethical framework of a new venture
- 2.5 Personal values are identified for modifying an ethical framework for a new venture.
- 2.6 An ethical framework and codes of ethics and conduct are drawn up for the new venture.

Specific Outcome 3: **Establish and prioritise business, financial and/or operations goals and objectives for a new venture.**

Assessment Criteria:

- 3.1 Personal objectives are clearly articulated and aligned to the plans of own venture.
- 3.2 Business objectives are analysed and specific goals formulated to achieve objectives set out for own business.
- 3.3 A vision statement of a new venture is compiled to represent goals and objectives set for own venture.
- 3.4 Specific short and long term goals are formulated allowing flexibility for possible changing circumstances.
- 3.5 Possible contribution to community and regional growth objectives are identified and considered.
- 3.6 Cultural values and beliefs of prospective employees and expected consumers are incorporated into the plans of own venture.

Specific Outcome 4: **Design and present business, financial and/or marketing plans based on a budget for a new venture**

Assessment Criteria.

- 4.1 The business of the venture is introduced and described based on research and analyses of competitors.

- 4.2 Structure and layout of the business plan is designed to be compatible with the nature of own venture.
- 4.3 Marketing and promotion of the own venture is concisely presented in the business plan.
- 4.4 Finance requirements for the business are stated in the business plan.
- 4.5 The projected income and expense items for own venture are tabulated in the business plan.
- 4.6 The costs, risks and proposed infrastructure of the operations plan is presented in the business plan of own venture.
- 4.7 Relevant documentation is compiled to support the business plan.
- 4.8 Business plan information is presented in relevant and clear format.
- 4.9 Procedures to present the business plan for own venture to a financier is explained.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Legal business types for new ventures.
- Legislation applicable to the sector in which the new venture is situated
- Legal registrations include PAYE, VAT, UIF, RSC, COIDA, Skills Development Levy and Industry registrations
- Business, financial, marketing and/or operations plans.
- Elements of a business plan
- Codes of ethics and conduct.

13. NOTES:

EMBEDDED KNOWLEDGE:

- Principles of designing and developing plans (finance, marketing, operational, administrative, management)
- Elements of a business plan include: Description of the business, market research of product, need or service, proposed business structure, location of the new venture, analysis of competition, projected budget income statements, projected cash flow data, personal investment and skills.
- The importance of planning according to time frames and priorities.
- The importance of monitoring and revising implementation plans.

- Evaluate relevant human, physical, human and financial resources.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The ability to:

- Identify and solve problems that could arise if business plan.
- Demonstrate an understanding of the world as a set of related systems by recognising that planning takes place within a broader context when establishing a new venture.
- Collect, analyse, organise and critically evaluate information needed to compile a business plan.
- Communicate effectively so procedures are completed as set out by the business plan of the new venture.
- Use science and technology to collect and analyse the data to be used in the plans for a new venture.
- Participate as a responsible citizen in the life of local, national and global communities, by beginning to understand the responsibilities and implications of creating a new venture.

1. TITLE: Manage finances of a new venture.

2. UNIT STANDARD NUMBER:**3. LEVEL ON THE NQF:** 4**4. CREDITS:** 5**5. FIELD:** Business, Commerce and Management Studies
: Generic Management**6. ISSUE DATE:****7. REVIEW DATE:****8. PURPOSE:**

This Unit Standard is intended for learners who have to manage the finances of a business venture. Learners who achieve this Unit Standard are able to manage the income and expenditure of own business and base financial decision-making on financial data.

The qualifying learner will be able to:

- Explain financial aspects involved in running a business.
- Establish accounting systems.
- Analyse elements of an income and expenditure statement.
- Analyse elements of a balance sheet.
- Use the evidence in financial statements to make a decision.

9. LEARNING ASSUMED TO BE IN PLACE:

Learners should be competent in Communication, Mathematical Literacy and Financial Literacy at NQF Level 3.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Open and operate a banking account for own business.

Assessment Criteria:

- 1.1 The necessity of banking and banking accounts are discussed in terms of the effective running of a business venture
- 1.2 The various types of accounts are identified and the differences explained.
- 1.3 The impact of interest rates on the venture's profitability is determined.
- 1.4 Documentation necessary for banking is completed in detail.
- 1.5 Bank statements are interpreted correctly.

Specific Outcome 2: Explain financial aspects involved in running a business.

Assessment Criteria:

- 2.1 The Concepts, start-up capital and working capital are explained in relation to own business.

- 2.2 The relationship between 'cash flow' and 'profit' is explained with examples.
- 2.3 The difference between short-term finance and long-term debt finance is explained with examples.
- 2.4 The difference between fixed and working capital is explained in terms of own business venture.

Specific Outcome 3:**Establish accounting systems***Assessment Criteria:*

- 3.1 An accounting system is established for own business.
- 3.2 Taxation requirements are catered for in the accounting system of own business.

Specific Outcome 4:**Analyse the elements of an income and expenditure statement.***Assessment Criteria:*

- 4.1 Assets and liabilities are determined in business context.
- 4.2 The purposes of an income and expenditure statement are explained and an indication is given of how often these statements are required for own business.
- 4.3 Sources of income and expenditure are identified for own business.
- 4.4 Sources of income and expenditure are explained with reference to an income and expenditure statement.
- 4.5 Income and expenditure statements of a number of ventures are examined and evaluated to determine the financial viability of the enterprise.

Specific Outcome 5:**Analyse a balance sheet.***Assessment Criteria:*

- 5.1 The purpose of a balance sheet is explained and an indication is given of how often a balance sheet is necessary in business context.
- 5.2 The concept of an asset is explained and the assets in a balance sheet are classified in terms of fixed and current assets.
- 5.3 A balance sheet is analysed and evaluated in terms of equity or financial net worth.
- 5.4 The concept of a liability is explained and the liabilities in a balance sheet are classified in terms of long-term and current liabilities.

Specific Outcome 6:**Use the evidence in financial statements to make a financial decision.***Assessment Criteria:*

- 6.1 The purposes of an income and expenditure statement are explained and an indication is given of how often these statements are required for own business.
- 6.2 The financial strengths and weaknesses of own venture are analysed and suggestions are made of ways to improve income and reduce costs.
- 6.3 The concepts of financial ratios are explained and suggestions are made on how to improve the ratios of own business.
- 6.4 The relationship between turnover, income, revenue, sales/earnings and profit is explained using own venture as example.
- 6.5 Prepare a cash flow to determine the financial well-being of the business.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- The individual's context may include family, community, spaza, organisation or business (services, manufacturing, trade and retail industries).
- Financial statements specific to own venture are analysed
- Ratios include profitability, liquidity, solvency and GP percentages.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- Financial concepts
- Accounting systems
- Financial statements: balance sheets
- Assets and liabilities
- Financial decision-making

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Communicate effectively using visual, mathematical and/or language skills in context of the new venture.
- Organise oneself and one's activities by carefully analysing financial information when making decisions in a business context.
- Collect, analyse, organise and critically evaluate information in order to develop sound financial decisions and understand the implications for a new venture.
- Identify and solve problems pertaining to the financial structure in the new ventures.

1. TITLE: **Manage time productively**

2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 4

4. CREDITS: 4

5. FIELD: Business, Commerce and Management Studies
Sub Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard is intended for learners who need to make decisions and recommendations about effective time management in a new venture.

The qualifying learner will be able to:

- Identify, explain and describe the purpose and process of scheduling activities in own business.
- Organise and prepare business activities and estimate their duration.
- Develop strategies to deal with interruptions
- Develop an effective business schedule.

9. LEARNING ASSUMED TO BE IN PLACE

Learners accessing this Unit Standard should be competent in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Identify, explain and describe the purpose and process of scheduling activities in own business.

Assessment criteria:

- 1.1 The importance of scheduling in business is explained with examples.
- 1.2 A schedule development process is explained in accordance with established business practices.
- 1.3 The advantages and implications of task completion within the shortest possible time and at a specified due date are explained with examples.
- 1.4 The importance and function of task scheduling is explained with examples

Specific Outcome 2: Organise and prepare business activities and estimate their duration.

Assessment Criteria:

- 2.1 Business activities are defined and identified in terms of their importance for the business and the time each takes to complete

- 2.2 Business activities are prioritised within the objectives and scope of own business.
- 2.3 Predecessor/successor relationships within business activities are identified and distinguished as either mandatory or discretionary.
- 2.4 Basic procedures and networks are developed and documented for own business.
- 2.5 Time duration estimates are sourced from responsible individuals and indicated on the tasks schedules.
- 2.6 Realistic deadlines or time frames are set for each procedure/process.

Specific Outcome 3: Develop strategies to deal with interruptions

Assessment Criteria:

- 3.1 Procedures and times required to complete procedures/tasks are relayed to individuals to ensure all know what is expected..
- 3.2 Possible interruptions to procedures/processes/tasks are identified and strategies are developed to deal with each to minimise their effect.
- 3.3 Interruptions are dealt with assertively yet appropriately according to identified strategy and/or business procedure.

Specific Outcome 4: Develop an effective business schedule.

Assessment Criteria:

- 4.1 Activity lists are updated to contain relevant data.
- 4.2 The shortest time to complete business tasks is determined for a specific business venture.
- 4.3 Resources required for business activities are identified and documented per activity.
- 4.4 The Start and finish dates of process/projects are indicated according to requirements and duration.
- 4.5 Non-critical activities are identified and scheduled according to business requirements.
- 4.6 Office systems, diaries, screening and schedules are developed for own business.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- A general understanding of the principles, methods and techniques for scheduling tasks and activities. An all-round understanding of the principles, methods and techniques of time planning and management.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- Principles, methods and techniques for scheduling tasks and activities.
- Principles, methods and techniques of time planning and management.
- Office systems for appointments, screening and interruptions
- Planning schedules
- Establishing priorities

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-field Outcomes are addressed by this Unit Standard:

- Communicate effectively using visual, mathematical and/or language skills in the modes of oral and/or written presentation.
- Collect, analyse, organise and critically evaluate information in order to make informed decisions about schedules and time management.
- Organise oneself and one's activities by carefully considering the advantages and disadvantages of ineffective time management.
- Work effectively with others as a member of a team, group, organisation or community in prioritising activities.
- Identify and solve time problems in which responses display that responsible decisions using critical and creative thinking have been made.

1. **TITLE:** Apply the principles of costing and pricing to a business venture.

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 6

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard is for learners who want to be competent in applying the principles of costing and pricing in determining profit margins for a new venture. The Unit Standard will assist the learner to determine the future profitability by establishing whether the costs involved will generate sufficient profit to justify the launching of the new venture.

The qualifying learner will be able to:

- Identify and apply the criteria of a price setting policy for a new venture.
- Identify and analyse internal and external factors that impact on pricing decisions.
- Demonstrate an understanding of the relationship between costs, revenue and profits.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this Unit Standard should be competent in Mathematical Literacy and at NQF Level 3.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Identify and apply the criteria of a price setting policy for a new venture.

Assessment criteria:

- 1.1 The flow of the trading cycle is explained and illustrated for a new venture.
- 1.2 The concepts costing, pricing and tendering are differentiated accurately.
- 1.3 The difference between fixed costs, variable costs and total costs is demonstrated in context of own venture.

Specific Outcome 2: Identify and analyse internal and external factors that impact upon pricing decisions.

Assessment Criteria:

- 2.1 The internal factors impacting upon pricing decisions are identified and discussed in relation to the profitability of own venture.

- 2.2 The external factors impacting upon pricing decisions are identified and discussed in relation to the profitability of own venture
- 2.3 The business activity levels are recognised and limitations are specified.
- 2.4 Variations in pricing decisions are to be calculated in terms of the impact on the breakeven point.

Specific Outcome 3: **Demonstrate an understanding of the relationship between costs, revenue and profits.**

Assessment Criteria:

- 3.1 Available costing methods are reviewed in relation to own business.
- 3.2 Product/Services costs and prices are calculated accurately.
- 3.3 Break-even point is determined for the business venture.
- 3.4 Profit mark-up is calculated and analysed for own business.
- 3.5 A distinction between types of profit is made in relation to own business venture.
- 3.6 Costing and pricing methods are reviewed to ensure correct application.
- 3.7 Expenses and revenues are classified and categorised for the new venture.
- 3.8 Competitive markets are investigated and compared to inform effective costing and forecasting of operating expenses.
- 3.9 Suppliers and new products are assessed in terms of potential contribution to profit and market share.
- 3.10 Competing products/services are investigated and opportunities for development/improvement are identified.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Costing and pricing in trading, retailing, manufacturing and services.
- Product and service comparisons
- Costing and pricing calculations

13. NOTES:

EMBEDDED KNOWLEDGE:

- Trading cycle
- Definitions of capital, costs, revenue, pricing, and profits.
- Determination of break-even point
- Costing and pricing methods
- Direct and indirect costs

- Application of commonly-used information gathering techniques.
- Application of financial concepts.
- Appropriate use of financial analysis in making accurate decisions.
- Banking, banking application forms, bank statements and interest rates.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Identify and solve problems using critical and creative thinking, in terms of mathematical skills in costing and pricing.
- Collect, organise and evaluate information using mathematical and accountancy methods in relation to appropriate financial activities.
- Communicate effectively using visual, mathematical and language skills verbally, graphically and in writing.
- Self-organisation and management using structured methods for profitability.

-
1. **TITLE:** Develop, implement and evaluate a marketing strategy for a new venture.
-

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 8

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard is for those learners who need to develop and implement a marketing strategy for a new venture idea/opportunity. The marketing strategy will include the understanding of the marketing components product, promotion, place and price. The learner will be competent in compiling basic market research and interpreting the findings of relevant business research.

The qualifying learner will be able to:

- Demonstrate knowledge of marketing concepts applicable to a new venture.
- Analyse the product/service requirements of the target market of a new venture.
- Demonstrate an understanding of the market research process and interpretation of research findings relevant to the new venture.
- Develop a marketing plan for a new venture.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this Unit Standard should be competent in Computer Literacy, Mathematical Literacy and Communications at NQF Level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Demonstrate knowledge of marketing concepts applicable to a new venture operation.

Assessment criteria:

- 1.1 The concepts product, price, place and promotion are defined in terms of the marketing mix.
- 1.2 Key marketing concepts are explained in terms of their implication for own venture.
- 1.3 Marketing media are compared in terms of their advantages and disadvantages for effective marketing of products and/or services of own venture.
- 1.4 The target market and positioning of own venture is identified and described accurately.

Specific Outcome 2: Analyse the product/service requirements of the target market of a new venture

Assessment Criteria:

- 2.1 Sources of market information about similar products and/or services are identified with a view to identifying the needs of a specific target market.
- 2.2 Competition for the provision of products and/or services is identified in terms of the services, prices and promotions offered by the business venture.
- 2.3 External and environmental factors impacting on consumer or customer behaviour are assessed for impact on marketing decisions.
- 2.4 The competitive advantages and disadvantages of the product/service are assessed using a marketing analysis approach.
- 2.5 Changes to the product and/or service delivery are identified which would enhance the marketing of the new venture.

Specific Outcome 3: Demonstrate an understanding of the market research process and interpret the findings relevant to the new venture.

Assessment Criteria:

- 3.1 The different techniques and methodology used for market research are evaluated and one selected for a own business research.
- 3.2 A planned market research for own venture is designed to include all aspects of the marketing of products/services offered by the business venture.
- 3.3 Other studies and published data on the market are analysed in terms of own business.
- 3.2 Factual information is gathered and interpreted in terms of own business.
- 3.3 Recommendations for own venture are formulated using the factual information.

Specific Outcome 4: Develop and implement a marketing plan for a new venture.

Assessment Criteria:

- 4.1 A marketing plan is developed to reflect research findings and recommendations for own venture.
- 4.2 The marketing plan is aligned to the business plan of own venture.
- 4.3 A cost effective mix of marketing methods are reflected in the plan.
- 4.4 The marketing plan, based on research, is implemented for own venture.
- 4.5 A process to monitor the marketing plan is designed to evaluate if the desired outcomes have been achieved.

Specific Outcome 5: Evaluate and modify the marketing plan.

Assessment Criteria:

- 5.1 The marketing plan is monitored for achieving the desired outcomes.
- 5.2 The positive, negative and interesting facts of the implementation of the plan are recognized and listed with a view to making the necessary amendments to the plan.
- 5.3 Possible modifications to the original plans are considered and tested.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- An all rounded understanding of the marketing mix and resources available and their uses.
- A broad understanding of marketing research.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- Marketing objectives includes selling products and/or services, attracting customers, developing and maintaining customer loyalty, maintaining image, providing information.
- Marketing concepts include needs, demands, market, marketing mix, promotion, public relations, service and advertising.
- Marketing media include radio, television, print media advertisements, print media editorials, brochures, telemarketing and public relations.
- Research processes, methods and techniques, i.e. surveys, interviews, questionnaires.
- External and environmental factors include cultural, social, economic, regulatory, technological, demographic and competitive.
- Marketing recourses include people, time, capital and space.
- Marketing includes marketing communications with sponsors and public relations.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Collect, evaluate, organise and critically evaluate information pertaining to marketing.
- Communicate effectively so that correct processes are followed and correct channels are utilised in marketing the new venture.
- Work effectively with others utilising skills and abilities to ensure the best marketing strategy for the new venture.
- Identify and solve problems pertaining to marketing a new venture.
- Use science and technology to communicate with customers in the marketing and research processes.
- Demonstrate an understanding of the world as a set of related systems and how it would impact on the marketing of the new venture.

-
1. **TITLE:** Determine and manage the human resource needs of a new venture
-
2. **UNIT STANDARD NUMBER:**
3. **LEVEL ON THE NQF:** 4
4. **CREDITS:** 5
5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management
6. **ISSUE DATE:**
7. **REVIEW DATE:**
8. **PURPOSE:**

This Unit Standard is intended for people who have to use a variety of technical, business, managerial and personal skills and strategies to determine, and manage the human resources for a new venture.

The qualifying learner will be able to:

- Identify human resource requirements for the new venture
- Implement and apply human resource needs.
- Design and develop basic employment policies and procedures.
- Identify and manage staff/employee development needs and opportunities.

9. **LEARNING ASSUMED TO BE IN PLACE:**

Learners accessing this unit Standard should be competent in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Identify human resource requirements for the new venture.

Assessment Criteria:

- 1.1 Key competence, skills and capabilities needed for own business are identified to ensure that the venture is viable.
- 1.2 The capacity and role of available human resources is evaluated in terms of own venture.
- 1.3 A human resource needs analyses is conducted for successful operation of own venture.
- 1.4 The cost implications of human resource needs are evaluated and budget implications considered.

Specific Outcome 2: Design and implement human resources needs.

Assessment Criteria:

- 2.1 Work is planned and roles allocated to people in the new venture.

- 2.2 Job descriptions are compiled in terms of specifying competencies, skills, and capabilities required by the venture.
- 2.3 A plan that establishes a programme for recruiting and employing staff/employees is produced to meet the human resource requirements of own venture.

Specific Outcome 3: Design and develop basic employment policies and procedures

Assessment Criteria:

- 3.1 Legislation governing employment of staff is identified in relation to the venture.
- 3.2 Employment conditions are compiled and interpreted for the venture.
- 3.3 Policies and procedures are developed so as to achieve equitable and responsible outcomes for staff and development of human resources in relation to the business operations.
- 3.4 Equity related plans and policies are communicated to staff and relevant stakeholders.
- 3.5 Disciplinary procedures are established in consultation with staff.

Specific Outcome 4: Identify and manage staff/employee developmental opportunities.

Assessment Criteria:

- 4.1 Training and developmental needs of staff are identified to contribute to effective performance in the venture
- 4.2 Performance and self-evaluation is conducted to inform training needs and capacity building.
- 4.3 Opportunities for staff development are investigated and evaluated and drafted into a staff skills development plan.
- 4.4 Resources and incentives for training and development of employees are identified for new venture .

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA .
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Potential sources may include but are not limited to: owner, or operator, or proprietor; co-owners; family members; funders and backers; paid and unpaid staff; full time, part time, casual, contract workers and out workers.
- Mix of staff may include but is not limited to: owner, or operator, or proprietor; co-owners; family members; funders and backers; paid and unpaid staff; full time, part time, casual, contract workers and out workers.

- Employment conditions include recruiting and employing policies, wages, holidays, leave, equal pay, hours of work and shift provisions, health and safety provisions, equity, equal employment opportunities, grievance and disciplinary procedures

13. NOTES:

EMBEDDED KNOWLEDGE:

- Matching of applicants and positions.
- Recruiting, screening and interviewing techniques.
- Relationship between skilled Human resources and profitability.
- Principles of planning, organising and motivating staff.
- Effective utilisation of human resources to improve profitability of business.
- Current labour legislation
- Constitution and Human Rights
- Skills development legislation

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

This Unit Standard addresses the following Critical Cross-Field Outcomes:

- Communicate effectively so as to enhance the performance of staff.
- Work effectively with others on the basis of the expertise in accordance with the human resources needs.
- Identify and solve problems that may arise in relation to human resources activities.
- Organise and manage oneself and one's activities to work effectively.
- Demonstrate an understanding of the world as a set of related systems in order to improve productivity and employment conditions.
- In order to contribute to the full personal development of each individual and the social and economic development of society at large, it must be the intention underlying any programme of learning to make an individual aware of the importance of exploring education and career opportunities for growth in the new venture.

1. TITLE: Mobilise resources for a new venture.

2. UNIT STANDARD NUMBER:**3. LEVEL ON THE NQF:** 4**4. CREDITS:** 4**5. FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management**6. ISSUE DATE:****7. REVIEW DATE:****8. PURPOSE:**

This Unit Standard is intended for people who have to ensure that resources are utilised effectively in a small business venture. The learner will also be able to identify opportunities to improve the effectiveness of resources.

The qualifying learner will be able to:

- Identify and utilise available resources.
- Evaluate the resources contribution to effective business performance.
- Seek and use professional advice to supplement competencies.

9. LEARNING ASSUMED TO BE IN PLACE:

Learners accessing this Unit Standard should be competent in Mathematical Literacy and Communications at NQF Level 3.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Identify and utilise available resources.

Assessment Criteria:

- 1.1 The resources available to own venture are identified and explained in terms of the role each will play in the business venture
- 1.2 Different institutional sources of expertise are identified relevant to the venture
- 1.3 Conditions, procedures, costs and information required to access resources are investigated to determine whether or not they are affordable.
- 1.4 Application forms are completed and relevant documents are prepared to access the relevant resources.

Specific Outcome 2: Evaluate the contribution of resources to effective business performance.

Assessment Criteria:

- 2.1 Potential performance of resources is evaluated against stated business objectives.
- 2.2 Actual contribution of resources to achievement of business objectives is evaluated against stated business objectives.
- 2.3 Alternative resources to ineffective or inefficient resources are evaluated for practicality, cost and desired outcome.
- 2.4 Criteria for evaluation of improvement are identified as per objectives.

Specific Outcome 3: Seek and utilize professional advice to supplement competencies.

Assessment Criteria:

- 3.1 The resource areas where advice is required are identified and the objectives described for intervention.
- 3.2 Available professional advice is identified and categorised according to specific requirements of own venture.
- 3.3 The brief for the professional advice is specified according to desired outcomes of own business.
- 3.4 Records of the advice given are recorded and kept for future reference.
- 3.5 Professional fees are negotiated in line with best business practices.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

The following elements are included but are not limited to:

- Objectives: requirements of the business, short term objectives, long term objectives, realistic time frames, milestones and targets, measurable outcomes.
- Advisors: lawyers, accountants, specialist consultants and business counsellors.
- Fees: up-front costs, tax allowances, cost benefits.

13. RANGE STATEMENT:**EMBEDDED KNOWLEDGE:**

- Relevant resources: Financial, Technological, Business, Human, Industry Related Expertise, Safety and Security, Legal, etc.
- An ability to conduct a SWOT analysis.
- The ability to compile a personal action plan and an organisational action plan.
- A sound understanding of negotiation skills.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Identify and solve problems in which responses display that responsible decisions using critical and creative thinking have been made in the process of applying operational practices for new venture resources.
- Work effectively with others as a member of a team, group, organisation to ensure the successful mobilisation of resources.
- Collect, analyse, organise and critically evaluate information pertaining to the application of resources in a new venture.
- Use science and technology effectively when mobilising resources and for collecting, analysing and storing data related to the application and mobilisation of resources.
- Demonstrate an understanding of the world as a set of related systems by recognising that the successful mobilisation does not happen in isolation and requires constant input from the new venture.

1. **TITLE:** Develop, implement and monitor a quality policy for a new venture.

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 4

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This unit standard is intended for learners who need to design appropriate quality control and evaluation systems for a new venture to enable it to meet consumer needs and other relevant standards.

The qualifying learner will be able to:

- Explain concepts, systems and principles of quality,
- Assess the quality assurance requirements for a new venture.
- Design and implement a quality assurance system to specification.
- Review and amend the quality assurance system.

9. **LEARNING ASSUMED TO BE IN PLACE**

- Learners accessing this Unit Standard should be competent in Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Explain concepts, systems and principles of quality.

Assessment criteria:

- 1.1 Concepts of quality are explained in terms of degree of excellence, conformity with the requirements of fit-for-purpose, and meeting and/or exceeding customer needs relevant to own venture.
- 1.2 Systems associated with the management of quality are explained in terms of relationships, limitations and applications in the context of own venture idea/opportunity.
- 1.3 The principles of various quality management systems are analysed in terms of appropriateness to own venture.

Specific Outcome 2: Assess the quality assurance requirements of a venture.

Assessment Criteria:

- 2.1 Factors impacting on a venture's quality assurance system are described in terms of legislation.
- 2.2 Quality assurance requirements identified reflect an analysis of customer needs and expectations, and organisation and stakeholder requirements.
- 2.3 The objectives of a quality assurance system are described in terms of own venture
- 2.4 A documented plan for a quality assurance system is reviewed in terms of standards and specifications for products and/or services, a communications strategy, operational procedures including data collection, provisions for contingencies, and an internal audit system.

Specific Outcome 3: Design a quality assurance system to specification.

Assessment Criteria:

- 3.1 Methods of providing quality customer services, which incur no costs, are designed for own venture.
- 3.2 Strategies to implement quality services are identified for own venture.
- 3.3 The relationship between quality and profitability is investigated in own venture.
- 3.4 The relationship between quality and available resources is analysed for own venture.
- 3.5 Strategies to promote and communicate quality standards devised for own venture.

Specific Outcome 4: Review and amend the quality assurance system.

Assessment Criteria:

- 4.1 Opportunities for improvement of the quality assurance system are identified for own venture.
- 4.2 Changes to address problems or opportunities for quality improvement are considered and discussed for own venture.
- 4.3 Methods to give credit to resolve potential conflicts regarding quality are investigated for own venture.
- 4.4 Effective strategies and methods to obtain direct information from customers are identified and illustrated with examples.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Systems include but are not limited to the ISO 9000 series, quality assurance, quality control, total quality management (TQM) , continuous improvement.
- Principles of quality management systems includes a systematic approach; documentation of procedures, standards, and specifications; innovation; review and audit; measurement; evaluation.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- The importance of delivering quality products to ensure profitability and customer satisfaction, using a quality control system.
- the importance of on-going revision of systems.
- Assessment principles
- Communication, surveys, questionnaires – improving customer satisfaction.
- Benchmarking
- Quality Self Audits

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

This Unit Standard addresses the following Critical Cross-Field Outcomes:

- Collect, evaluate, organise and critically evaluate information to maintain and improve customer satisfaction and quality standards.
- Communicate effectively using visual, mathematical and/or language skills in the interpretation and creation of an effective quality management system.
- Identify and solve problems in regard to level of quality and customer service strategies for a new venture.
- Organise and manage activities of a new venture responsibly and effectively.
- Demonstrate an understanding of the world as a set of related systems when analysing feedback related to quality or lack thereof.

1. TITLE: **Negotiate in a new venture.**

2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 4

4. CREDITS: 4

5. FIELD: Business, Commerce and Management Studies
Sub Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard has as its core purpose, qualifying learners who will be competent in using specific negotiation skills in reaching agreements and for the securing of business deals for a new venture. It will also address the economic/administrative and behavioural (psycho-social) barriers that contribute to failure in achieving solutions in disputes or landing business deals.

This Unit Standard is aimed at people who need to acquire skills in negotiating agreements and business contracts.

The qualifying learner will be able to:

- Demonstrate knowledge of the principles and procedures of negotiation.
- Assess the negotiation situation and determine own parameters.
- Conduct negotiations in a manner appropriate to the context.
- Record the outcome of negotiations in an agreed format.
- Review negotiation outcomes and modify own approach.

9. LEARNING ASSUMED TO BE IN PLACE

Learners accessing this Unit Standard should be competent in Computer Literacy, Mathematical Literacy and Communications at NQF level 3 or equivalent.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Demonstrate knowledge of the principles and procedures of negotiation.

Assessment criteria:

- 1.1 Advantages and disadvantages of negotiation as a technique for resolving disputes are discussed using examples.
- 1.2 Principles of negotiation are identified and explained in context.
- 1.3 The steps in the negotiation procedure are described within a particular business venture
- 1.4 Legislative requirements for negotiation are determined for a particular context.
- 1.5 Knowledge of different negotiation styles is demonstrated with examples
- 1.6 The basic elements of conflict and need for resolution thereof are identified within own venture.

Specific Outcome 2: **Assess the negotiation situation and determine own parameters.**

Assessment Criteria:

- 2.1 The core role players are identified in the negotiation situation
- 2.2 The participation of the key stakeholders is agreed upon for the particular venture.
- 2.3 Suitable negotiation processes are defined and evaluated in terms of negotiating business contracts for own venture.
- 2.4 The impact of a positive business image in the negotiation situation is evaluated for a particular business.
- 2.5 The reputation and expertise of the parties involved, viable operations and procedures as well as financial stability is assessed to determine the parameters of the business.

Specific Outcome 3: **Conduct a negotiation in a manner appropriate to the context.**

Assessment Criteria:

- 3.1 The context of the negotiation is determined from available facts.
- 3.2 The structure of the negotiation is established to suit the context.
- 3.3 The desired outcome is determined to serve as the objective for the process.
- 3.4 The terms of agreement are established and recorded to avoid misunderstanding by all parties involved.

Specific Outcome 4: **Record the outcome of negotiations in an agreed format.**

Assessment Criteria:

- 4.1 Format for recording the outcome of negotiations is agreed to by all parties.
- 4.2 Relevant information gathered is evaluated and results communicated in a manner that meets everyone's requirements.

Specific Outcome 5: **Review negotiation outcomes and modify own approach based thereon.**

Assessment Criteria:

- 5.1 The advantages and disadvantages of the negotiated outcomes for the venture are identified and discussed in relation to objectives. Of the process
- 5.2 Expertise and abilities of all parties involved are assessed for credibility and appropriateness to the new business.
- 5.3 The compatibility of business ideas of the new venture with the negotiation agreement is assessed to ensure compliance.
- 5.4 Negotiation outcomes are assessed to determine if they are realistic to the venture operation.
- 5.5 The contribution of the key individuals/stakeholders is evaluated to determine future strategies
- 5.6 The business ethics used in negotiation is examined to see the degree of compatibility with mission and vision of venture

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- The context may include price and wage negotiation, terms of trade, lease agreements, rentals etc.
- Parties to negotiation may include suppliers, service providers, customers, staff, etc.
- Parameters can be derived from bottom line, time constraints, costing and pricing, limited resources etc.
- Format may include verbal, written or otherwise recorded outcome.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- The principles of negotiation.
- The procedural steps within particular contexts e.g. labour.
- Legislative requirements if appropriate.
- Different negotiation styles, e.g. win – win.
- The purpose of negotiation.
- Basic elements of conflict resolution within the context.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Collect, evaluate, organise and critically evaluate information pertaining to important decision-making.
- Communicate effectively in negotiations using the appropriate channels and procedures.
- Work effectively with others to determine the future success of the venture through negotiation.
- Demonstrate an understanding of the world as a set of related systems to achieve best possible outcomes for a new venture.

1. **TITLE:** Monitor productivity in a business venture.

2. **UNIT STANDARD NUMBER:**

3. **LEVEL ON THE NQF:** 4

4. **CREDITS:** 5

5. **FIELD:** Business, Commerce and Management Studies
Sub Field: Generic Management

6. **ISSUE DATE:**

7. **REVIEW DATE:**

8. **PURPOSE:**

This Unit Standard is intended to enable learners to measure business productivity, identify monitoring strategies and devise possible productivity improvement opportunities in a new venture.

The qualifying learner is will be able to:

- Obtain and analyse a range of relevant reliable business performance standards and productivity measurements.
- Compare projected results to goals/objectives of the business, financial and/or operating plan.
- Compile and present a strategy plan for monitoring productivity.
- Review the implementation of a productivity improvement plan.
- Plan effective time management strategies for productivity in own venture.

9. **LEARNING ASSUMED TO BE IN PLACE**

Learners accessing this Unit Standard should be competent in Communication and Mathematical Literacy at NQF Level 3.

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:**

Specific Outcome 1: Obtain and analyse a range of relevant, reliable business performance standards and productivity measurements.

Assessment criteria:

- 1.1 The impact of low productivity on the South African economy is discussed with examples.
- 1.2 The relationship between productivity and profitability are explained for a business venture.
- 1.3 Performance standards and productivity measurement instruments that a new venture could use to measure its productivity are identified and a decision taken on which is most applicable to the business venture

Specific Outcome 2: Compare actual results with projected results and the goals/objectives of the business, financial and/or operating plan of the business venture.

Assessment Criteria:

- 2.1 Actual results are compared with projected results in own venture plans to determine future viability of venture.
- 2.2 Actual results are compared with the goals and/or objectives of the new venture to determine degree of compatibility.
- 2.3 Actual financial situation, cash flow position, etc are compared with projected figures to determine financial viability of the business venture

Specific Outcome 3: Compile and implement a plan for productivity improvement.

Assessment Criteria:

- 3.1 Opportunities to optimise productivity improvement in own venture are identified so as to improve profit margin.
- 3.2 An organisational activity plan co-ordinating stakeholders, their roles and performance expectations is compiled to improve productivity.
- 3.3 An individual activity plan to improve productivity is framed based on established performance criteria.
- 3.4 The utilisation and maintenance of resources is planned to ensure productivity.
- 3.5 Productivity improvement control techniques are selected and applied in own business.
- 3.6 The implementation of the productivity improvement plan is monitored to determine what amendments, if any, need to be made to the plan.

Specific Outcome 4: Implement effective time management strategies for productivity in own venture.

Assessment Criteria:

- 4.1 The correlation between effective time management and productivity is analysed for own venture.
- 4.2 A time management plan is developed and implemented for own business.
- 4.3 Business activities are sequenced and the duration estimated to prevent time lags in the process.
- 4.4 A business schedule is developed and implemented to optimise productivity levels.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.

- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Performance standards and criteria.
- Professional and industry boards specifications for performance
- Analysis of individual performance
- Time management, problem-solving and decision-making approaches relevant to new ventures.

13. NOTES:**EMBEDDED KNOWLEDGE:**

- The importance of effectively managing business performance to ensure profitability of business.
- The inter-relationship between productivity and profitability.
- Performance measurement
- Time management, decision-making and problem-solving.
- Effective resource management to ensure productivity.
- Resource maintenance and productivity.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

This Unit standard addresses the following Critical Cross-Field outcomes:

- Collect, evaluate, organise and critically evaluate information so as to manage and maximise productivity in the new venture.
- Identify and solve problems using formulated strategies for productivity.
- Organise and manage oneself and one's activities using structured methods for compiling productivity standards for the new venture.

1. TITLE: Tender to secure business for a new venture.

2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 4

4. CREDITS: 5

5. FIELD: Business, Commerce and Management Studies
Sub Field: Generic Management:

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard is intended for people who use the tendering process to secure new business for their own business venture.

The qualifying learner will be able to:

- Identify information resources of available business and new markets accessed through tendering processes.
- Analyse tender documents for viability in the new venture context.
- Demonstrate an understanding of the relationship between costs, revenue and profits in securing the tender.
- Negotiate with suppliers and investigate new products/services to apply competitive tender costing.

9. LEARNING ASSUMED TO BE IN PLACE

Learners accessing this Unit Standard should be competent in Mathematical Literacy and Communication at NQF Level 3

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific Outcome 1: Identify information sources of available business and new markets that can be accessed through the tendering processes.

Assessment criteria:

- 1.1 Electronic media sites are investigated for possible tenders.
- 1.2 The printed media containing new business or calls for tenders for new business in are identified for own business context.
- 1.3 New markets are researched for potential tendering opportunities.
- 1.3 Other sources of information for tender opportunities are identified and investigated for own business opportunities.

Specific Outcome 2: Analyse tender documents for viability in the new venture context.

Assessment Criteria:

- 2.1 Appropriate tenders for own business are identified with reasons why they suit own business.
- 2.2 the presentation methods and tender submissions procedures are explained with examples.
- 2.3 The business activity levels within a specific tender are recognised and limitations of own business capacity are specified in that context.
- 2.4 The internal and external factors of human resources capacity that impact on a specific tender are determined for own business.

Specific Outcome 3: Calculate costs, revenue and profits of a specific tender.

Assessment Criteria:

- 3.1 Available costing methods are reviewed in relation to the tender specifications.
- 3.2 Product/Services costs and prices applicable to the tender are calculated accurately.
- 3.3 The internal factors impacting upon pricing decisions are identified and discussed in relation to the profitability of the tender.
- 3.4 The external factors impacting upon pricing decisions are identified and explained in relation to the profitability of the tender.
- 3.5 Variations in pricing decisions are to be calculated in terms of the impact on the break-even point.
- 3.6 Break-even point of the tender is determined for own business.
- 3.7 Profit mark-up is calculated and analysed for the tender.
- 3.8 Costing and pricing methods are reviewed to ensure correct application to tender specifications.
- 3.9 Expenses and revenues are classified and categorised for the specific tender.
- 3.10 Suppliers and new products are assessed in terms of potential contribution to profit and securing the tender.
- 3.11 Competing products/services are identified and considered in the tendering process.

Specific Outcome 4: Complete tender documentation

Assessment Criteria:

- 4.1 Tender documents are completed accurately.
- 4.2 Checks and balances are carried out on the costing and input into the documents.
- 4.3 Dates and times of submitting tenders are adhered to.

11. ACCREDITATION AND MODERATION:

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA.

- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA .
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

12. RANGE STATEMENT:

- Costing and pricing in tendering contexts.
- Tendering principles.
- Tendering to secure business for a new venture.
- Product and service comparisons
- Costing and pricing calculations
- Tender presentation methods

13. NOTES:

EMBEDDED KNOWLEDGE:

- Costs, revenue, pricing, tendering and profits.
- Determination of break-even point
- Costing and pricing methods
- Direct and indirect costs
- Tendering procedures and principles
- Application of commonly-used information gathering techniques.
- Application of financial concepts.
- Price negotiating skills
- Appropriate use of financial analysis in making accurate decisions.
- Presentation of tenders and completion of tender documents.

CRITICAL CROSS-FIELD AND DEVELOPMENTAL OUTCOMES:

The following Critical Cross-Field Outcomes are addressed by this Unit Standard:

- Identify and solve problems using critical and creative thinking, in terms of mathematical skills in tendering.
- Collect, organise and evaluate information using mathematical and accountancy methods in relation to appropriate financial activities.
- Communicate effectively using visual, mathematical and language skills verbally, graphically and in writing.
- Self-organisation and management using structured methods for profitability.