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**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 and Small Business Development

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

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the qualification and unit standards. The qualification and unit standards can be accessed via the SAQA web-site at www.saga.org.za. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, Hatfield Forum West, 1067 Arcadia Street, Hatfield, Pretoria.

Comment on the unit standards should reach SAQA at the address ***below and no later than 30 August 2004***. All correspondence should be marked **Standards Setting – SGB for Entrepreneurship and Small Business Development** and addressed to

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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:

National Certificate: Business Advising Operations

SAQA QUAL ID	QUALIFICATION TITLE		
48967	National Certificate: Business Advising Operations		
SGB NAME	SGB Entrepreneurship & Small Business Development		
NSB ACRONYM	PROVIDER NAME		
NSB 03			
QUAL TYPE	FIELD	SUBFIELD	
National Certificate	Business, Commerce and Management Studies	Generic Management	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUALIFICATION CLASS
Undefined	138	Level 6	Regular-Unit Stds Based

PURPOSE OF THE QUALIFICATION

This Qualification is designed to equip the learner with the knowledge, skills, attitudes and values to be appointed as Business Advisors who have an important role to play in the management of small business organisations where they can assist in supervising and monitoring the success of the organisation. This Qualification is for any individual who is or, who wishes to be involved in the Business Advising field.

A learner can complete the Qualification specialising as a Business Advisor in retailing and services, manufacturing or construction. The Core Unit Standards are relevant to all three areas of specialisation.

This Qualification is designed with the objective of encouraging the widest possible access to the Business Advising profession. Learners working towards this Qualification will find that the acquisition of competence in the Unit Standards, which make up the Qualification, will add value to their job. This Qualification is intended to enhance the provision of service within the Business Advising Industry. This Qualification and the Assessment Criteria and guidelines which accompany them have been designed to ensure that access to NQF registered Qualifications in Business Advising Operations is not limited to those who are employed in a Business Advising function.

It will provide the broad knowledge, skills and values needed in the Business Advising industry and will facilitate access to, and mobility and progression within, education and training and progress along a learning path for learners who:

- > Were previously disadvantaged or who were unable to complete their schooling and were therefore denied access to Further Education and Training.
- > Have worked in the Business Advising Operations Industry for many years, but have no formal qualification in this area.
- > Wish to extend their range of skills and knowledge of the industry so that they can become competent workers in the Business Advising Operations Industry.

The Qualification has building blocks that can be developed further at NQF Level 7.

The intention is:

- > To promote the development of knowledge, skills and values that are required in the Business Advising Operations Industry.
- > To release the potential of people, in order for them to grow and develop.

> To provide opportunities for people to move up career paths by being more valuable to their organisation, the economy and themselves.

Rationale of the qualification:

The National Certificate in Business Advising Operations: NQF Level 6 is designed to meet the needs of those learners who are already involved in the field of Business Advising and now wish to practice in a higher level in the Business Advising Operations Industry. Many businesses require input and advice as to the direction, growth opportunities and feasibility of the business. There is a need to develop career paths in this field, and it is an industry constantly in need of skilled people in this particular line.

This Qualification aims at equipping learners to perform more advanced business advising operational functions in small to medium organisations and to provide support to those organisations in order that the management functions are more effectively performed within those organisations to avoid unnecessary problems.

The National Certificate in Business Advising Operations at NQF Level 6 supports the objectives of the NQF in that it gives the learner access to a registered qualification on the National Qualifications Framework, which recognizes his/her competencies in a specific area irrespective of how those competencies were developed or acquired. It will therefore ensure that the quality of education and training is enhanced and be of a world-class standard.

The National Certificate in Business Advising Operations: NQF Level 6 will allow both those in formal education and those already employed in organisations in the Business Advising industry access to a Qualification that can be used as a benchmark to gauge their competence against local and international standards.

RECOGNIZE PREVIOUS LEARNING?

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LEARNING ASSUMED TO BE IN PLACE

The following is the learning assumed to be in place:

- > Communication at NQF Level 4
- > Mathematical Literacy at NQF Level 4
- > Computer Literacy at NQF Level 3

Recognition of Prior Learning:

The structure of this Unit Standard based Qualification makes the Recognition of Prior Learning possible. If the learner is able to demonstrate competence in the knowledge, skills, values and attitudes implicit in this Business Advising Operations Qualification. Credit will be given for the Unit Standards covered by such competencies and/or for the whole qualification. Recognition of Prior Learning will be done by means of an Integrated Assessment.

This Recognition of Prior Learning may allow:

- > The obtaining of this qualification in whole or in part
- > Gaining of credits for Unit Standards in which competency can be demonstrated

All Recognition of Prior Learning is subject to quality assurance by the relevant accredited Education, Training and Quality Assurance Body and is conducted by a registered workplace assessor. RPL should be done using any/all of the techniques that are applicable to the learner who has accessed the complete qualification and its constituent unit standards. The learner and the assessor will jointly decide how prior learning will be jointly demonstrated and assessed.

QUALIFICATION RULES

Levels, Credits and Electives

Fundamental Component:

The Fundamental Component consists of two Unit Standards that develop competencies and knowledge in communication, ethical behaviour and the implementation of policies on HIV/AIDS. These are regarded as essential for anyone working in the Business Advising Sector at this level.

All the standards are compulsory.

Core Component:

There are Unit Standards totalling 105 credits in the Core Component. These standards develop the essential knowledge and skills required by the Business Advisor and cover such things as evaluating the business and the application of a performance management system, accounting practices, marketing practices and the principles as well as designing of logistics and stock handling functions. All these standards are compulsory.

Elective Component

There are elective Unit Standards totalling 80 credits in the Qualification, and learners must choose standards totalling a minimum of 13 credits from the list.

EXIT LEVEL OUTCOMES

1. Implement and understand the impact HIV/AIDS and professional ethics and values have of the overall success of the business.
2. Apply strategic and critical approaches to the development and implementation of a business plan in order to provide an effective business advising service.
3. Gather and evaluate financial information of the business and communicate these findings to those who need to make decisions.
4. Manage, employ and effectively control a diversity of business operational and administrative functions, projects and resources to build and maintain the feasibility of the business.
5. Describe the legal and regulatory environment and analyse the impact of changes in relevant requirements, constraints, and competitive practices.
6. Anticipate and meet the client's changing needs by being client and market focused.
7. Use strategic and critical approaches to decision-making and problem-solving in order to deliver services and provide value in the business sector in which the business operates.

ASSOCIATED ASSESSMENT CRITERIA

1.
 - > HIV/AIDS policies are implemented in accordance with accepted behaviour
 - > The professional values and ethics required for a successful business operation are explained and communicated to the necessary authorities
2.
 - > The business plan is approached and planned creatively and systematically
 - > Issues in the business plan are considered objectively and alternatives are listed and chosen to suit the particular needs of the learners
 - > An assessment system to appraise the owner manager is developed and established and problems are identified and solutions developed to improve his/her management skills
3.
 - > Financial data is extracted from a variety of sources, evaluated with objectivity and sorted to ensure they are understood and meaningful to people using it
 - > The findings are described and are presented in a format and time that is conducive to the client
4.
 - > The various functions and project goals are determined, examined and matched to resources needed to achieve these goals

- > The functions and project processes are facilitated and effectively controlled to ensure their success
- > Business analysis techniques such as a SWOT analysis are conducted and the findings are communicated to the business owner
- > Functions and projects are measured against the plans and reported on to eliminate discrepancies and to enable corrective action to be taken
- > The costs and benefits of the business and business decisions are identified and addressed to ascertain if performance achieved justifies the resources used

5.

- > The legal environment in which entities operate is described and advice on the costs and benefits of compliance with regulations is given to the owner/manager
- > Potential threats and opportunities for the organisation are analysed in the light of using changing legal requirements
- > The political and environmental forces impacting both the Business Advisory standard setting process and the regulation of the profession are identified and explained with examples

6.

- > Factors that motivate internal and external customers to enter into relationships or continue doing business with the clients business are identified and reported on in writing
- > Employer/client protocol and expectations are recognized, understood and managed appropriately to maximize the relationships
- > Good working relationships are built with all parties and stakeholders

7.

- > The approach to decision-making and problem-solving is planned for effective implementation of decisions
- > Projects and issues are considered objectively, so that problems can be eliminated through alternatives that are creatively identified, chosen and implemented for the specific business
- > An assessment system is developed and established to appraise the owner and the business and to identify problems and potential solutions within the businesses sector
- > The businesses salvage potential is assessed so as to develop a rehabilitation strategy for implementation

Integrated Assessment:

Because assessment practices must be open, transparent, fair, valid, and reliable and ensure that no learner is disadvantaged in any way whatsoever, an integrated assessment approach is incorporated into the qualification.

Learning, teaching and assessment are inextricably lined. Whenever possible, the assessment of knowledge, skills, attitudes and values shown in the Unit Standards should be integrated.

Assessment of the communication, language, literacy and numeracy should be conducted in conjunction with other aspects and should use authentic Business Advising contexts wherever possible.

A variety of methods must be used in assessment and tools and activities must be appropriate to the context in which the learner is working. Where it is not possible to assess the learner in the workplace or on-the-job, simulations, case studies, role-plays and other similar techniques should be used to provide a context appropriate to the assessment.

The term 'Integrated Assessment' implies that theoretical and practical components should be assessed together. During integrated assessments the assessor should make use of formative and summative assessment methods and assess combinations of practical, applied, foundational and reflective competencies.

Assessors and moderators should make use of a range of formative and summative assessment methods. Assessors should assess and give credit for the evidence of learning that has already been acquired through formal, informal and non-formal learning and work experience.

Assessment should ensure that all specific outcomes, embedded knowledge and critical cross-field outcomes are evaluated. The assessment of the critical cross-field outcomes should be integrated with the assessment of specific outcomes and embedded knowledge.

INTERNATIONAL COMPARABILITY

The Business Advising industry is a discipline with globally recognised best practices, standards and qualifications. This Qualification and set of Unit Standards utilises international and locally recognised best practice and standards in the practices of running and conducting business advice.

Benchmarking was done by comparison to Unit Standards / Outcomes of learning against:

New Zealand Qualifications Authority Qualifications -

> National Diploma in Small Business Management - 140 Credits - Level 5

> National Diploma in Business - 120 Credits - Level 6

New Zealand Unit Standards:

> Apply marketing concepts within a small business - 7 credits - Level 5

> Establish costs, prices and conditions for provision of products and services for a small business - 5 credits - Level 5

> Establish human resource needs of the small business operation - 5 credits - Level 5

> Manage financial resources for a small business enterprise - 5 credits - Level 5

> Produce establishment plans for small business ventures - 5 credits - Level 5

> Investigate and evaluate small business franchising options - 10 Credits - Level 6

> Manage small business operations - 5 Credits - Level 6

> Manage the development of small business ventures - 5 Credits - Level 6

> Develop Strategies to foster innovation and entrepreneurship for small business enterprises - 10 Credits - Level 7

> Identify and assess business development opportunities for a small business enterprise - 10 Credits - Level 7

A direct comparison with each Unit Standard was undertaken and applicable competencies were highlighted and incorporated into each Unit Standard. However the points incorporated were written in a South African context.

ARTICULATION OPTIONS

This Qualification articulates virtually with the National Certificate: Business Advising NQF Level 7.

MODERATION OPTIONS

> Anyone assessing a learner or moderating the assessment of a learner against this Qualification must be registered as an assessor with the relevant Education and Training Quality Assurance (ETQA) Body.

> Any institution offering learning that will enable the achievement of this Qualification must be accredited as a provider with the relevant ETQA.

> Assessment and moderation of assessment will be overseen by the relevant ETQA according to the ETQAs policies and guidelines for assessment and moderation; in terms of agreements reached around assessment and moderation between ETQAs (including professional bodies); and in terms of the moderation guideline detailed immediately below.

> Moderation must include both internal and external moderation of assessments at exit points of the qualification, unless ETQA policies specify otherwise. Moderation should also encompass achievement of the competence described both in individual Unit Standards as well as the integrated competence described in the qualification.

Anyone wishing to be assessed against this Qualification may apply to be assessed by any assessment agency, assessor or provider institution that is accredited by the relevant ETQA.

CRITERIA FOR THE REGISTRATION OF ASSESSORS

For an applicant to register as an assessor, the applicant needs:

- > A minimum of 2 (two) years' practical, relevant occupational experience
- > To be declared competent in all the outcomes of the National Assessor Unit Standards as stipulated by South African Qualifications Authority (SAQA)

NOTES

N/A

UNIT STANDARDS

(Note: A blank space after this line means that the qualification is not based on Unit Standards.)

	UNIT STANDARD ID AND TITLE	LEVEL	CREDITS	STATUS
Core	7885 Research and update the legal knowledge required for business compliance	Level 5	8	Registered
Core	7886 Develop and implement A Business Plan	Level 5	8	Registered
Core	7887 Develop and Manage Marketing Plans and Strategies	Level 6	12	Registered
Core	12138 Conduct an organisational needs analysis	Level 6	10	Registered
Core	14505 Apply the principles of ethics and professionalism to a business environment	Level 6	6	Registered
Core	116338 Apply basic business accounting practices	Level 6	9	Public Comment
Core	116349 Apply business performance management practices	Level 6	10	Public Comment
Core	116356 Align Manager's personal objectives and skills to those of the business	Level 6	10	Public Comment
Core	116365 Evaluate a business' financial practices	Level 6	9	Public Comment
Core	116366 Assess and design stock policies and logistics services for small/medium enterprises	Level 6	7	Public Comment
Core	116367 Apply basic human resources practices	Level 6	8	Public Comment
Core	116368 Apply basic business marketing practices	Level 6	8	Public Comment
Elective	7624 Influencing stakeholders in Retail/Wholesale practices	Level 5	20	Registered
Elective	7628 Managing integrated data in Retail/Wholesale practices	Level 5	10	Reregistered
Elective	9895 Coordinate predictive and preventive maintenance	Level 5	12	Registered
Elective	9897 Manage inventory	Level 5	3	Registered
Elective	10597 Implement operational management principles and techniques	Level 6	8	Registered
Elective	10604 Manage skills, training and development within a team in a manufacturing unit	Level 6	8	Registered
Elective	12885 Apply concepts and principles relevant to the practical aspects of corporate governance and accountability	Level 6	10	Registered
Elective	14504 Demonstrate knowledge and understanding of e-business as a competitive tool	Level 6	7	Registered
Fundamental	9224 Implement policies regarding HIV/AIDS in the workplace	Level 5	4	Registered
Fundamental	14515 Present a well-structured argument derived from qualitative and/or quantitative data to map new knowledge and generate a competitive advantage	Level 6	12	Registered



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UNIT STANDARD:

1

Align Manager's personal objectives and skills to those of the business

SAQA US ID	UNIT STANDARD TITLE		
116356	Align Manager's personal objectives and skills to those of the business		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10

Specific Outcomes:**SPECIFIC OUTCOME 1**

Evaluate contributions to business performance.

SPECIFIC OUTCOME 2

Determine opportunities to improve effectiveness.

SPECIFIC OUTCOME 3

Seek and utilise professional advice to supplement competence.



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UNIT STANDARD:

2

Apply basic business accounting practices

SAQA US ID	UNIT STANDARD TITLE		
116338	Apply basic business accounting practices		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	9

Specific Outcomes:

SPECIFIC OUTCOME 1

Explain the cycle of recording transactions and relevant terminology.

SPECIFIC OUTCOME 2

Explain and demonstrate an understanding of source documents.

SPECIFIC OUTCOME 3

Explain the purpose of each subsidiary journal.

SPECIFIC OUTCOME 4

Prepare subsidiary journals.

SPECIFIC OUTCOME 5

Post subsidiary journals to the general ledger.

SPECIFIC OUTCOME 6

Prepare the final statements.



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UNIT STANDARD:

3

Apply basic business marketing practices

SAQA US ID	UNIT STANDARD TITLE		
116368	Apply basic business marketing practices		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:

SPECIFIC OUTCOME 1

Identify and define what marketing is.

SPECIFIC OUTCOME 2

Retain the competitive environment of products or services.

SPECIFIC OUTCOME 3

Evaluate and co-ordinate brand, product and service promotion opportunities.

SPECIFIC OUTCOME 4

Evaluate the brand, product or service promotions.



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UNIT STANDARD:

4

Apply basic human resources practices

SAQA US ID	UNIT STANDARD TITLE		
116367	Apply basic human resources practices		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:

SPECIFIC OUTCOME 1

Understand legislative requirements.

SPECIFIC OUTCOME 2

Manage the careers of service staff.

SPECIFIC OUTCOME 3

Develop professional teams.

SPECIFIC OUTCOME 4

Meet people requirements.



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UNIT STANDARD:

5

Apply business performance management practices

SAQA US ID	UNIT STANDARD TITLE		
116349	Apply business performance management practices		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10

Specific Outcomes:**SPECIFIC OUTCOME 1**

Specify the objectives of the business.

SPECIFIC OUTCOME 2

Identify the factors affecting performance of the business.

SPECIFIC OUTCOME 3

Assess the performance of the business in meeting its objectives.

SPECIFIC OUTCOME 4

Identify potential improvements to the business.



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UNIT STANDARD:

6

Assess and design stock policies and logistics services for small/medium enterprises

SAQA US ID	UNIT STANDARD TITLE		
116366	Assess and design stock policies and logistics services for small/medium enterprises		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	7

Specific Outcomes:

SPECIFIC OUTCOME 1

Analyse local and international stock and logistic policy trends.

SPECIFIC OUTCOME 2

Analyse on-site stock inventory processes.

SPECIFIC OUTCOME 3

Develop stock policies.

SPECIFIC OUTCOME 4

Develop logistic services.



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UNIT STANDARD:

7

Evaluate a business' financial practices

SAQA US ID	UNIT STANDARD TITLE		
116365	Evaluate a business' financial practices		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Entrepreneurship & Small Business Development		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	9

Specific Outcomes:**SPECIFIC OUTCOME 1**

Identify and describe the financial aspects of a business.

SPECIFIC OUTCOME 2

Interpret financial statements.

SPECIFIC OUTCOME 3

Provide financial forecasts.