

No. 1303

22 December 2006

**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

Generic Management

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

This notice contains the titles, fields, subfields, 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, SAQA House, 1067 Arcadia Street, Hatfield. Pretoria.

Comment on the qualification and unit standards should reach SAQA at the address **below and no later than 22 January 2007**. All correspondence should be marked **Standards Setting – SGB for Generic Management** and addressed to

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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:

National Diploma: Business Management (Motor Retail)

SAQA QUAL ID	QUALIFICATION TITLE		
57997	National Diploma: Business Management (Motor Retail)		
SGB NAME	ORGANISING ID	PROVIDER NAME	
SGB Generic Management	3		
QUAL TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD	
National Diploma	Business, Commerce and Management Studies	Generic Management	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUALIFICATION CLASS
Undefined	244	Level 5	Regular-Unit Stds Based

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

The purpose of this qualification is to describe the skills, knowledge and values required to lead a business unit of a motor retail business. A motor retail business would typically consist of several different departments or business units, each of which contributes to the overall service provided to customers and the sustainability and profitability of the business as a whole. The motor retail business may also have formal and informal partnerships with other businesses which provide an additional range of services required by companies or the motoring public

This qualification is applicable to any business unit of a motor retail business. Business units include and in some contexts would include a combination of the following:

- > New vehicle sales
- > Used vehicle sales
- > Vehicle finance and insurance
- > Vehicle servicing and repairs
- > Parts and accessories
- > Body repairs
- > Leasing
- > Rental
- > Retail finance and administration
- > Specialised services such as:
 - > Automotive engineering and engine rebuilding
 - > Customising and tuning
 - > Wheels, tyres and shock absorbers
 - > Auto-electrical diagnostics and repairs
 - > Fleet management
 - > Vehicle security, environmental and entertainment systems

Since most motor retail businesses are embedded in communities, the activities which relate to this qualification would also include those related to social responsibility and community outreach, broad-based black economic empowerment, etc.

A further purpose of this qualification is to provide the basis for development projects aimed at broad-based black economic empowerment (BBBEE). Not only does the qualification act as a means to accelerate the development of managers, it also accelerates the development of sustainable enterprises in locations which previously did not enjoy such services.

The specific purpose of this qualification represents the skills, knowledge and understanding required by competent managers of motor retail business units to:

- > Manage motor retail business unit activities to achieve overall business objectives.
- > Manage the business unit's human resources requirements and performance.
- > Implement continuous improvement interventions to ensure that the business unit is run effectively.
- > Manage information, communication and relationships.

This qualification is conceptualised together with the other management of motor retail business qualifications as an integrated set of building blocks which define a career and occupational pathway

This qualification will form the basis for further learning and development towards the next level of managing operations within a motor retail dealership.

Rationale:

The way vehicles are sold and maintained, and the way customers are identified, serviced and looked after has changed dramatically and continues to change as dealers and manufacturers respond to increasingly higher consumer expectations, new financing and insurance options, new technology, the globalisation of the industry, safety and environmental challenges and a continuously changing marketplace.

In South Africa, in particular, there are additional challenges posed by the changing demographics of the market, the need for broad-based black empowerment, the roll out of motor retail businesses into previously under-serviced areas, and the entrance of many new brands into what had been a fairly closed market. These challenges and tougher market conditions in general impact on the sustainability of motor retail businesses.

This has created the need for senior managers and entrepreneurs who have to keep up with changing technology in the automotive industry as well as with new trends in the branding, marketing and selling of vehicles, parts and accessories, while maintaining competitiveness. The traditional development pathway for such managers and owners is no longer sufficient to cope with these demands.

This series of qualifications goes beyond other generic management qualifications since most motor retail businesses fall into the small and medium end of the market, even where they form part of larger corporate entities or automotive manufacturers' operations. As a result, the skills and knowledge required are a unique blend of product and technical knowledge, entrepreneurial skills and management skills.

RECOGNIZE PREVIOUS LEARNING?

Y

LEARNING ASSUMED TO BE IN PLACE

The following competencies are assumed for a learner embarking on this qualification:

- > Communication at NQF Level 4.
- > Mathematical Literacy at NQF Level 4.

Recognition of prior learning:

This qualification may be obtained in whole or in part through a process of RPL. The learner should be thoroughly briefed prior to the assessment and support should be provided to assist the learner in the process of developing a portfolio. The guidelines for integrated assessment should be used to develop the RPL assessment process. As with integrated assessment, while this is primarily a workplace-based qualification, evidence from other areas of endeavour may be introduced if pertinent to any of the exit-level outcomes.

Access to the qualification:

There is open access to this qualification for learners with a FETC. A workplace is, however, a prerequisite to obtain the relevant work experience and for the assessment of competence related to the Unit Standards and the ELOs of the Qualification.

QUALIFICATION RULES

The total number of credits for this qualification is **244**.

- > Fundamental: 59 Credits

- > Core: 161 Credits
- > Elective: Minimum of 24 Credits from a total of 103 Credits

The elective credits should be chosen in accordance with the requirements of the selected context and the interests of the learner.

Several unit standards developed for other contexts have been selected for this qualification. These unit standards should be contextualised to the motor retail environment.

EXIT LEVEL OUTCOMES

The Exit Level Outcomes for this qualification reflect a combination of Specific Outcomes and Critical Cross-field Education and Training Outcomes. The way in which the Critical Outcomes have been advanced through the learning required for this qualification is embedded in the way in which the unit standards have been constructed. Critical Outcomes form the basis for acquiring the skills and knowledge and values. The application of these in a specific context results in the achievement of Specific Outcomes. The integration of Specific Outcomes from a variety of unit standards results in the ability to achieve the Exit Level Outcomes.

1. Manage motor retail business unit operation, deliver quality services and meet customer expectations.
2. Perform routine human resources functions, evaluate staff performance and develop and implement plans to improve staff performance.
 - > Range: Routine functions will include recruiting, selecting and placing staff, processing requests, and dealing with issues related to discipline and grievances.
3. Monitor, manage and control assets and costs of a motor retail business unit.
4. Evaluate marketing related activities, identify areas of potential improvement, and develop and implement an action plan to implement improvements.
5. Manage and improve relationships with all motor retail business unit stakeholders.
 - > Range: Stakeholders include customers, prospects, suppliers, other departments, staff, manufacturers, and media.
6. Source information and manage and maintain information and information systems.
 - > Range: Information refers to: compliance-related information e.g. Principal's requirements, licensing requirements of IT systems, information security, **governance**, record keeping, manual filing of records and papers; and economic, commercial and technical information which could affect the motor retail business unit.

ASSOCIATED ASSESSMENT CRITERIA

1.
 - > Performance of the motor retail business unit meets operational targets.
 - > Performance is continuously monitored and areas of improvement are identified and addressed.
 - > Activities of the motor retail business unit are aligned with overall motor retail business activities and targets and relevant policies and procedures are understood and applied.
 - > Customer expectations are clarified and action plans developed to meet them.
 - > Customer feedback is obtained and problems are identified and corrected.
 - > Range: Customer feedback refers to motor retail business level measurement, not necessarily national systems. Customer expectation must be reasonable.
 - > Technical, financial and market-related issues can be explained in relation to the operations of the motor retail business unit.
2.
 - > All human resources activities are carried out in accordance with policy, procedures and legislative requirements.
 - > Causes of poor performance are established and plans developed and implemented to rectify deviations.
 - > Staff is supported, coached, mentored and encouraged to implement newly learned skills and knowledge.
 - > Principles of good human resources practice can be explained in relation to activities and events in the business unit.
3.
 - > Stock movements and trends are monitored and managed to optimise availability and an optimum stock mix is maintained.
 - > Assets are monitored and maintained according to motor retail business policies and procedures and

corrective action is taken to maximise return on assets and minimize risks.

- > Costs related to the business unit are managed and relevant reports are generated and issues related to budget and performance communicated.
 - > Range: Relevant reports refer to reports on variance, turnover, gross profit, daily and month to date, stock or assets levels, cash sales, etc.
- > Financial principles and good practice are explained and discussed in relation to the financial performance of the business unit.

4.

- > The action plan relates to an overall marketing plan or business strategy.
 - > Improvements in marketing activities result in measurable changes in business performance.
 - > Issues and improvements are explained and discussed in terms of the marketing principles and theories.
 - > Range: Marketing principles and theories include technical factors and market dynamics related to the overall motor retail strategy and objectives.
- Issues include marketing related activities, identifying areas of improvement, developing and implementing action plans.

5.

- > Internal and external issues which impact on relationships are identified and responded to.
- > An appropriate approach and appropriate forms of communication are used for each of the stakeholder groups.
- > Improvements to relationships are planned, implemented and evaluated.
- > Communication processes and content are monitored and kept up to date.
 - > Range: Processes and content need to be relevant and effective.

6.

- > The accuracy, relevance and validity of the information is monitored and maintained.
- > The integrity of the information system is maintained.
- > Range: Information system may include computerised or paper-based systems.
- > Information on customers, target market and prospects is collected, recorded, structured and stored appropriately.
- > Information relevant to the business is sourced, accessed, analysed, distributed and acted on.
 - > Range: Information includes information on customers, target markets, prospects, the motor retail industry, the economy as a whole, keeping up to date with technology and practices related to the motor retail industry and the activities of the specific business unit.

Integrated assessment:

The integrated assessment should be based on a summative assessment guide. The guide will specify how the assessor will assess different aspects of the performance and will include:

- > Evaluating evidence in a portfolio of evidence, particularly projects which integrate various aspects of the qualification and which demonstrate the integration of all aspects of learning: fundamental and core; knowledge and skills and values; the development of the critical outcomes.
- > Observing and listening to the learner at work, both in primary activities as well as in other interactions, or in relevant simulations.
- > Asking questions and initiating short discussions to test understanding and to verify other evidence.
- > Looking at records and reports.
- > Formative assessment.

Assessment of competence for this qualification is based on experience acquired by the learner in the workplace, within the particular motor retail context. The assessment process should cover the explicit tasks required for the qualification as well as the understanding of the concepts and principles that underpin the management process.

The assessment process should also establish how the learning process has advanced the Critical Cross-field Outcomes.

The learner may choose in which language he/she wants to be assessed. This should be established as part of a process of preparing the learner for assessment and familiarising the learner with the approach being taken.

While this is primarily a workplace-based qualification, evidence from other areas of endeavour may be presented if pertinent to any of the Exit Level Outcomes. Assessors should also evaluate evidence that the learner has been performing consistently over a period of time.

INTERNATIONAL COMPARABILITY

Since the United States and Europe represent the most sophisticated motor retail markets and since many business and management practices originating in these countries influence local business and management practices, the qualifications and courses for review were primarily drawn from there. This influence is also directed by the global vehicle manufacturers whose philosophy and practices strongly influence what has become a global industry.

Far Eastern countries, particularly Japan influence local practices and also education and training programmes, but information is difficult to access or obtain from these countries. The Japanese influence primarily comes through manufacturing and quality improvement programmes such as Kanban and Just-in-Time, Kaizen or Continuous Improvement, lean manufacturing, etc. These are international but they have also found their way from manufacturing into the motor retail business.

In the United States of America and in Europe there is an increasing trend towards the consolidation of individual motor dealerships into larger more structured businesses or franchises. South Africa is following this trend. The implication for the industry is that, as the USA Department of Labour notes in its 2005 overview of career prospects, "Employers increasingly prefer persons with 4-year college degrees in business administration and marketing, particularly in dealers that are larger, more competitive, and more efficient".

This trend is evident in the range of education and training programmes that are offered not only to prepare potential employees for this market, but also for the continuous development of those who are employed by the industry. This ongoing development is illustrated by the number of offerings world-wide which provide a development pathway from business unit manager to those who drive strategy and change in a competitive and demanding industry.

Examples of such international programmes in automobile retail management are listed below and compared to the proposed suite of NQF qualifications:

USA:

- > Certificate - 1 year
- > Associate degree 2 years
- > Bachelors Degree - 2 years
- > MBA - 1 - 2 years

UK - all part-time:

- > Post-graduate Certificate - 18 months
- > Post-graduate Diploma, - 18 months in addition to certificate
- > MSc - about 12 months

South Africa:

- > National Diploma NQF 5 - 2 years
- > National Diploma NQF 6 - 2 years
- > Masters Degree NQF 7 - 2 years

Further analysis shows that education programmes for practitioners at a level equivalent to NQF Level 5 vary considerably:

In the USA about 140 two-year colleges offer an associate degree program in the field of automobile marketing and sales. This normally requires two years of full-time study beyond high school.

Typical course work includes the following subjects within a range of more general management, financial, computer and other courses:

- > Retail Promotion
- > Principles of Retailing
- > Retail Merchandising
- > Retail Management
- > Dealership Organization and Management
- > Dealership Computer Systems
- > Principles of Microeconomics
- > Dealership Advertising

- > Variable Operations Management
- > Principles of Marketing
- > Service & Body Shop Management

In the United Kingdom the industry together with the Department of Trades and Industry developed a set of Automotive Retail Standards. These comprise standards for:

- > Essential Knowledge for Retail Automotive Managers
- > Managing Self and Relationships
- > Skills for Effective Communications and Meetings
- > Business Planning, Management and Decision Making
- > Resource Planning and Operational Management
- > Selecting and Managing People
- > Developing Individual and Team Performance
- > Promoting Quality and Continuous Improvement
- > Marketing Planning and Management
- > Developing Customers

Specialisations include Delivering Operational Performance in:

- > New Vehicle sales
- > Used Vehicle sales
- > Fleet sales
- > Service
- > Body shop
- > Parts

Elsewhere business schools such as the Nottingham Business School (Nottingham Trent University) offer a Certificate in Automotive Management, which involves 12 coursework days over 12 - 18 months, which cover the following:

- > Managing self and others
- > The Developing Automotive Industry
- > Managing Information and Communication
- > Managing Financial Resources and Business Planning
- > Managing products and services
- > Introduction to strategy

A further period of 8 days spread over 6 - 8 months results in a Management Certificate and covers the following:

- > Managing self - supervising others
- > Production, products and services
- > Finance, information and communication
- > Developing Automotive and Aftermarket Industry

Other programmes, such as the one at Loughborough University, run over a period of 18 months with a slightly more concentrated set of modules for coursework.

The Lean Enterprise Research Centre at Cardiff University in Wales offers an Automotive Retail Management Programme. The programme is divided into two parts: Part I, which results in a Certificate in Automotive Retail Management, takes place over the first 12 months, and ends with the first case study exercise. Those successfully completing Part I can either transfer directly on to Part II, or postpone this move, and join a later programme. Part II takes place over the second 12 month period, when in addition to the second case study exercise, participants also complete a Special Project. The programme is part-time and participants attend the business school for 3 day sessions for 7 to 8 months in each of the two years. The contents of the programme include:

The certificate portion of the programme covers the following:

- > Automotive Retailing & Distribution
- > Automotive Market Dynamics
- > Human Resource Management
- > Finance & Accounting

All these programmes are part-time and use assignments or projects to contextualise the theoretical

modules.

Conclusion:

The South African qualification combines most of the elements found in these international qualifications. In particular it includes the following elements:

- > Motor retail and automotive specific elements
- > Generic management topics
- > An element of research
- > A combination of theory and practice

The contents of international courses and modules are reflected clearly in the exit level outcomes of this qualification and in the related assessment criteria and in the unit standards (specific outcomes, the assessment criteria and the essential embedded knowledge).

While some of the international qualifications appear to focus largely on the dealerships, this qualification is designed to straddle the divide between the independent dealers (entrepreneurs and franchises) and the increasing trend towards motor retail businesses becoming part of larger corporate groups. This qualification caters for a wider range of motor retail businesses, including traditional dealerships and other combinations of motor retail related services and products, where the practitioner will be the manager of a business unit or department within a larger entity.

This qualification is designed to provide for the needs of those who follow the entrepreneurial route of the independent retailers while optimising the management and development of the business through the application of corporate best practice.

References

USA:

- > Automotive Jobs Today <http://www.autojobstoday.org/>
- > Automotive Retailing Today <http://www.autoretailing.org/>
- > Career Guide to Industries, Bureau of Labor Statistics, U.S. Department of Labor - <http://www.bls.gov/oco/cg/cgs025.htm>
- > Minnesota's gateway to career, education, employment and business information - <http://www.iseek.org/sv/22030.jsp?id=162400>
- > National Automobile Dealers Association <http://www.nada.org/ContentI>
- > Richard DeVos Graduate School of Management, Northwood University - <http://www.northwood.edu/mi/pr/2005/February/devoslaunchglobal.html> & http://www.northwood.edu/pdf/mba/2004_05GraduateCatalog.pdf
- > The National Association of Minority Automobile Dealers (NAMAD) <http://www.namad.org/>
- > The National Independent Automobile Dealers Association - <http://www.niada.com/>

UK:

- > Automotive Retail Management Standards (ARMS) - http://www.automotive-skills.org.uk/auto/control/StandardsManagementStandards_ARMS
- > Delphi, in conjunction with Nottingham Business School, Nottingham Trent University, <http://www.delphiauto.co.uk/>
- > Institute of the Motor Industry - <http://www.motor.org.uW>
- 1997 Manual for Owner Management: Business Management and Development Level 4, Q1027862
- > Loughborough University Business School, Leicestershire - <http://www.lboro.ac.uk/departments/bs/mdc/courses/pgautomah.html>
- > Sewells Information & Research - <http://www.sewells.co.uk/>
- > Sewells Training and Consultancy - <http://www.sewells-training.com>
- > The Lean Enterprise Research Centre, Cardiff University <http://www.cf.ac.uk/carbs/lom/lerc/>

France:

- > Groupe ICN Ecole de Management - <http://www.icn-nancy.com/index.php?id=110>

Germany:

- > Deutschen Kraftfahrzeuggewerbes <http://www.kfzgewerbe.de/> - <http://www.autoberufe.de/> - <http://www.kfz-betriebswirt.de/>
- > Europäische Fernhochschule Hamburg - <http://www.euro-fh.de/>

ARTICULATION OPTIONS

This qualification has been designed and structured so that qualifying learners can move from one context within a motor retail business to another. They would have to acquire the specific knowledge related to the new context and adjust their skills and values accordingly.

Vertical Articulation is possible with:

> ND: Business Management (Motor Retail), Level 6

Horizontal articulation is possible with:

> NC: Whole Retail Operation Management, Level 5, SAQA ID: 22154.

> NC: Retail Marketing, Level 5, SAQA ID: 36056.

MODERATION OPTIONS

Moderators for the qualification should be qualified and accredited with an appropriate ETQA.

To assure the quality of the assessment process, the moderation should cover the following:

- > Assessor credentials
- > The assessment instrument
- > The assessment process

Moderators should be registered as assessors with the relevant ETQA.

CRITERIA FOR THE REGISTRATION OF ASSESSORS

The following criteria should be applied by the relevant ETQA:

- > Appropriate qualification with a minimum of 2 years' experience of higher-level management in a motor retail environment.
- > Registration as an assessor with a relevant ETQA.

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	10042 Lead a team of marketers and service providers	Level 5	10	Reregistered
core	10046 Provide product training to others in the organisation	Level 5	10	Reregistered
Core	10067 Develop customer needs and relationships	Level 5	16	Reregistered
core	12140 Recruit and select candidates to fill defined positions	Level 5	9	Reregistered
Core	15223 Implement training needs for teams and individuals to upgrade skills levels	Level 5	3	Reregistered
core	15230 Monitor team members and measure effectiveness of performance	Level 5	4	Reregistered
Core	114485 Manage risks in business	Level 5	15	Registered
core	114486 Manage stock in frontline service environment	Level 5	15	Registered
core	114498 Manage a budget for frontline service environment	Level 5	5	Registered
core	114885 Prepare and communicate a productivity improvement plan for a functional unit	Level 5	6	Registered
core	243265 Manage assets of a business unit	Level 5	12	Draft - Prep for P Comment
Core	243266 Align activities of own business unit with others in the retail business	Level 5	12	Draft - Prep for P Comment
Core	243267 Apply and continuously improve company policies and procedures	Level 5	10	Draft - Prep for P
corrective action				Comment
core	10080 Formulate, design and implement customer service delivery systems and	Level 6	8	Reregistered

Elective	242819 Motivate and Build a Team	Level 4	10	Registered
Elective	9870 Explain and practically apply the fundamentals of vehicle finance and insurance	Level 5	15	Reregistered
Elective	9872 Provide options on heavy commercial vehicles and add-on products for heavy commercial vehicle industry	Level 5	7	Reregistered
Elective	10066 Establish customer needs and relationships	Level 5	16	Reregistered
Elective	10148 Supervise a project team of a business project to deliver project objectives	Level 5	14	Reregistered
Elective	15233 Harness diversity and build on strengths of a diverse working environment	Level 5	3	Reregistered
Elective	15237 Build teams to meet set goals and Objectives	Level 5	3	Reregistered
Elective	114226 Interpret and manage conflicts within the workplace	Level 5	8	Registered
Elective	116923 Implement an employment equity programme in a company	Level 5	14	Registered
Elective	243270 Analyse market needs and trends and source and price pre-owned vehicles	Level 5	14	Draft - Prep for P Comment
Fundamental	13948 Negotiate an agreement or deal in an authentic work situation	Level 4	5	Reregistered
Fundamental	10041 Conduct a marketing situational analysis	Level 5	5	Reregistered
Fundamental	10045 Identify product features, advantages and benefits to the customer	Level 5	10	Reregistered
Fundamental	10343 Develop and maintain a client database for Contact Centres	Level 5	12	Reregistered
Fundamental	10622 Conduct communication within a business environment	Level 5	8	Reregistered
Fundamental	15225 Identify and interpret related legislation and its impact on the team, department or division and ensure compliance	Level 5	4	Reregistered
Fundamental	15226 Implement systems to meet the flow of information in a team, department or division	Level 5	3	Reregistered
Fundamental	15234 Apply efficient time management to the work of a department/division/section	Level 5	4	Reregistered
Fundamental	15238 Devise and apply strategies to establish and maintain relationships	Level 5	3	Reregistered
Fundamental	230070 Present an informed argument on a current issue in a business sector	Level 5	5	Registered



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

1

Manage assets of a business unit

SAQA US ID	UNIT STANDARD TITLE		
243265	Manage assets of a business unit		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Generic Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Generic Management	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	12	Level 5	Regular

SPECIFIC OUTCOME 1

Review the current status and condition of the assets of the business unit and identify opportunities for improvement, or problems.

SPECIFIC OUTCOME 2

Develop and implement action plans to improve the efficiency of, or to correct problems in, the use of the assets of the business unit.

SPECIFIC OUTCOME 3

Manage and monitor the use of motor retail business unit assets.

SPECIFIC OUTCOME 4

Analyse and interpret reports and present them to relevant stakeholders.

SPECIFIC OUTCOME 5

Discuss and explain issues related to managing the assets of a motor retail department.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

2

SAQA US ID	UNIT STANDARD TITLE		
243266	Align activities of own business unit with others in the retail business		
SGB NAME		ORGANISING FIELD ID	PROVIDER NAME
SGB Generic Management		3	
UNIT STANDARD TYPE		ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Generic Management
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	12	Level 5	Regular

SPECIFIC OUTCOME 1

Identify key business drivers of a motor retail business unit.

SPECIFIC OUTCOME 2

Contribute to the development of joint strategies for the motor retail business.

SPECIFIC OUTCOME 3

Develop and implement plans to implement the joint strategies within own business unit.

SPECIFIC OUTCOME 4

Maintain effective communication with other business units of the motor retail business, suppliers and sub-contractors.

SPECIFIC OUTCOME 5

Measure and report on the effectiveness of the application of the joint strategies by the business unit.

SPECIFIC OUTCOME 6

Discuss and explain issues related to the impact of business unit decisions on other business units in a motor retail business, suppliers and sub-contractors.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

3

Apply and continuously improve company policies and procedures

SAQA US ID	UNIT STANDARD TITLE		
243267	Apply and continuously improve company policies and procedures		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Generic Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Generic Management	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	10	Level 5	Regular

SPECIFIC OUTCOME 1

Identify and access company policies and procedures documentation.

SPECIFIC OUTCOME 2

Educate team members/staff about the content, purpose and application of the policies and procedures.

SPECIFIC OUTCOME 3

Implement and monitor the application of policies and procedures within own business unit.

SPECIFIC OUTCOME 4

Evaluate the effectiveness of policies and procedures on business unit activities and take corrective action where required.

SPECIFIC OUTCOME 5

Evaluate the impact of external changes on the policies and procedures of the business unit and take corrective action where required.

SPECIFIC OUTCOME 6

Discuss and explain issues related to the application of company policies and procedures within a motor retail department.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

4

SAQA US ID	UNIT STANDARD TITLE		
243268	Manage the capture, storage and retrieval of business unit information		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Generic Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Generic Management	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
	12		

SPECIFIC OUTCOME 1

Organise, control and monitor the collection and capturing of information required to manage a motor retail business unit.

SPECIFIC OUTCOME 2

Organise, control and monitor the storing and maintenance of information required to manage a business unit.

SPECIFIC OUTCOME 3

Organise, control and monitor the retrieval of information in a business unit.

SPECIFIC OUTCOME 4

Monitor and maintain the information system.

SPECIFIC OUTCOME 5

Implement, monitor and evaluate activities to secure the information and the information system.

SPECIFIC OUTCOME 6

Extract, analyse and use information for a defined purpose.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

5

Measure customer satisfaction within a business unit and recommend corrective action

SAQA US ID	UNIT STANDARD TITLE		
243269	Measure customer satisfaction within a business unit and recommend corrective action		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Generic Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Generic Management	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	14	Level 5	Regular

SPECIFIC OUTCOME 1

Obtain and evaluate customer feedback and determine the scope of new measurement.

SPECIFIC OUTCOME 2

Select, or select and adapt a tool to measure customer satisfaction.

SPECIFIC OUTCOME 3

Implement and monitor a measurement process/programme.

SPECIFIC OUTCOME 4

interpret and evaluate results and make recommendations.

SPECIFIC OUTCOME 5

Discuss and explain issues related to measuring customer satisfaction and recommending corrective action.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

6

Analyse market needs and trends and source and price pre-owned vehicles

SAQA US ID	UNIT STANDARD TITLE		
243270	Analyse market needs and trends and source and price pre-owned vehicles		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Generic Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Generic Management	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	14	Level 5	Regular

SPECIFIC OUTCOME 1

Track, analyse and monitor information related to market conditions and determine type, price and number of vehicles required.

SPECIFIC OUTCOME 2

Locate potential vehicles: appraise, select and procure vehicles.

SPECIFIC OUTCOME 3

Determine reconditioning requirements, authorise work and check quality of reconditioned vehicles.

SPECIFIC OUTCOME 4

Determine pricing of vehicles.

SPECIFIC OUTCOME 5

Compile documentation and make reports.

SPECIFIC OUTCOME 6

Discuss and explain issues related to analysing market needs and trends and sourcing and pricing pre-owned vehicles.