



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, sub-fields, NQF levels, credits, and purpose of the qualification and unit standards. The full qualification and unit standards can be accessed via the SAQA web-site at www.saq.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 79 February 2007***. All correspondence should be marked **Standards Setting – Generic Management** addressed to

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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:

QUALIFICATION TYPE	FIELD	SUBFIELD	
National Diploma	3 - Business, Commerce and Management Studies	Generic Management	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUAL CLASS
Undefined	240	Level 6	Regular-Unit Stds Based
REGISTRATION STATUS	SAQA DECISION NUMBER	REGISTRATION START DATE	REGISTRATION END DATE
Draft - Prep for P Comment			

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

The purpose of this qualification is to describe the skills, knowledge and values required to lead 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 for 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 would be assessed in any motor retail business which includes a combination of several of the following:

- o New vehicle sales.
- o Used vehicle sales.
- o Vehicle finance and insurance.
- o Vehicle servicing and repairs.
- o Parts and accessories.
- o Body repairs.
- o Leasing.
- o Rental.
- o Retail finance and administration.
- e Specialised services such as:
 - o Automotive engineering and engine rebuilding.
 - o Customising and tuning.
 - o Wheels, tyres and shock absorbers.
 - o Auto-electrical diagnostics and repairs.
 - o Fleet management.
 - o 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 social responsibility and community outreach, broad-based black economic empowerment, etc.

This qualification will provide education and training providers, workplaces, coaches, mentors, assessors and learners with a clear idea of how to plan and implement learning programmes and to assess the outcomes of such learning programmes, or how to assess those with extensive experience for purposes of recognising prior learning.

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 businesses to:

- o Review, implement and adjust business processes to respond to changes in the internal and external environment and in the business strategy to achieve planned outcomes.
- o Manage and integrate the diverse range of activities and networks related to a motor retail business.
- o Create an environment and processes to allow for continuous improvement and efficient use of resources in all aspects of the motor retail business.
- Understand and manage the full range of data, knowledge exchange and technology support requirements related to a motor retail business.

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-served 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?

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LEARNING ASSUMED TO BE IN PLACE

The credits for this qualification are based on the assumption that the learner either has a formal qualification and some experience of the motor retail business or has extensive experience within the motor retail business. If a learner does not have such experience or qualifications, the learning time will be increased.

Learners are assumed to have management, administrative, human resource, financial, operational, organisational, marketing, sales, problem solving, situational analysis, relationship, decision making and planning skills at **NQF** Level 5 in the context of the motor retail industry. Such skills may be acquired through the National Diploma in Business Management (Motor Retail): **NQF** Level 5. The allocation of credits is also based on the assumption that the learner will be working towards this qualification as part of a learning programme which integrates the unit standards.

Recognition of Prior Learning:

This qualification may be obtained 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. A workplace is, however, a prerequisite to obtaining the relevant work experience and evidence required for the Exit Level Outcomes.

QUALIFICATION RULES

The total number of credits for this qualification is 240.

- o Fundamental: 77 credits.
- o Core: 138 credits.
- Elective minimum: 25 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 and integrate the diverse aspects of a motor retail business.
2. Lead and develop human capital within the motor retail business.
3. Market the motor retail business and manage its brand value.

4. Market the motor retail business and manage its brand value.

5. Evaluate information and information needs and systems, determine the implications for the motor retail business and respond.

◦ Range: Information includes internal and external data, eg economic changes and market trends, formal and informal information; Systems include licences, packages, software, sources of information, dissemination of information.

ASSOCIATED ASSESSMENT CRITERIA

1.

- Performance standards and targets are set, implemented and maintained for all business units.
- Business plans and budgets are developed and implemented to meet the set performance standards for the various business units.
- The financial activities of the business units are monitored and reviewed and corrective action is taken in a manner that enhances business performance.
- Key economic, social and technical factors and drivers which could have implications for the individual motor retail business units are discussed and their possible impact explained.
- Efficiency and productivity of business units and return on investment is optimised.
- The choice and use of specific financial and other measurement tools is explained and justified in relation to the particular trading conditions of the motor retail business and its specific business units.

2.

- The human capital requirements are planned, structured and met to achieve business goals.
- Employees are motivated, directed and capacitated to fulfil their roles.
- All human resource policies are reviewed and are current, relevant, practicable and conform with legislative and other requirements.
- Performance management systems are reviewed, revised and implemented in all business units.
- Activities in this domain are underpinned by sound human resources management principles and good practice.

3.

- Market share or customer base is expanded.
- Brand promise is delivered and value is added to the motor retail business brand.
- The relevant resources are managed to meet the expectations of the brand promise.
- Customer retention is managed and optimised.

4.

- Expectations and needs of stakeholders and strategic partners are established and a communication strategy is implemented and managed.
- The quality of the relationships with stakeholders and strategic partners is monitored and enhanced continuously.
- Requisite and relevant information is communicated to the target audience using appropriate forms of communication.

5.

- Information about economic and market trends and related issues is utilised to develop business scenarios.
- A business case based on a thorough evaluation of available information is presented, proposals are made and agreements for implementation are obtained.
- Information systems are adapted or updated to address changing information needs or practices.

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:

- o 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.
- o Observing and listening to the learner at work, both in primary activities as well as in other interactions, or in relevant simulations.
- o Asking questions and initiating short discussions to test understanding and to verify other evidence.
- o Looking at records and reports.
- o 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.

Integrated Assessment Criteria:

Continuous improvement interventions demonstrate the ability to apply the basic principles of applied research, which include the following:

- o Identification of the workplace problem.
- o A survey of relevant literature and the identification of best practice.
- o A systematic and integrated approach to problem solving.
- o Evaluation of the implementation and the results of the interventions.
- o A comprehensive report detailing the above.

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, also influence local practices and hence 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 have, of course, all become international but they have also found their way downstream 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 to corporatised or franchised larger operations. 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 in the table below and compared to the proposed suite of NQF qualifications:

USA:

- o Certificate: 1 year.
- o Associate degree: 2 years.
- o Bachelors Degree: 2 years.
- o MBA: 1 - 2 years.

UK - all part-time:

- Postgraduate Certificate: 18 months.
- o Post-graduate Diploma: 18 months in addition to certificate.
- o 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 6 vary considerably:

- Certification of a 'Master Dealer' which is restricted to the proprietors, partners or senior executives of a motor retail business, generally referred to as the dealer or dealer principal.
- o Mid-level executives in the automotive supply chain, from manufacturer to dealer principal.
- Graduates from other automotive programmes (eg certificates) who are engaged in the industry.

The Master Dealer programme is essentially a licensing programme for members of an association in the United States of America. To qualify, applicants must:

- Provide evidence that their business is in good standing.
- o Attend skills development workshops whose curriculum covers:
 - o Management Review.
 - o Merchandising Revisited.
 - o Managing Human Resources.
 - o Financial Management.
 - o Business Planning.
- Pass a written examination.

To retain the certification after the initial 3 year period, the dealer must provide evidence of a further 12 hours of continuing education credits from the university which develops and runs the programme.

Also in the United States of America, the National Automobile Dealers Association offers programmes in dealership management. These combine classroom instruction and on-the-job training. Approximately 40 colleges offer a four-year programme in retail management leading to a bachelor's degree. These programmes emphasise management rather than sales.

The bachelor's degree programme would equate roughly to this South African Level 6 Diploma. The contents of this programme typically include:

- o Business Writing.
- o Speech Communications.
- o Principles of Economics.
- o Computer Applications in Business.
- o Introduction to Accounting.
- o Professional Selling.
- o Principles of Management and Organization.
- o Human Resource Management.
- o Retail Management.
- o Small Business Management.
- o Introduction to Marketing.
- o Buying for Retail Stores.
- o Cooperative Work Experience in Retail.

Also included would be some general liberal arts courses as well as specialised retail management courses, eg:

- o Specialty Merchandising.
- o Visual Merchandising.
- o Theories and Practice of Merchandising.

Loughborough University in the United Kingdom offers a Postgraduate Diploma in Automotive Retail Management. This diploma requires the completion of a related certificate and can then lead to an MSc in Motor Retail Management. Core certificate and diploma modules include:

- o An Introduction to Automotive Retail Management.
- o Managing Business Performance.
- o An Introduction to Business Planning.

Module options in the certificate and diploma include choices from:

- o Maximising performance through people.
- o Creating a marketing plan.
- o Managing quality.
- o Building successful teams.
- Generating customer loyalty.
- Creating a business plan.
- Operations management for the service business.
- Operations management for the new car sales business.
- Operations management for the used car business.
- Operations management for the parts business.
- Marketing for the new car sales business.
- Marketing for the used car sales business.
- Marketing the after sales business.
- Introduction to employment law.

- o Analysing and budgeting for your business.
- o Introduction to product and consumer law.
- o Personal effectiveness for managers.
- o Recruiting the right people.
- o Improving performance through coaching.
- o Financial skills for non-financial managers.
- o Successful team leadership.
- o Profitability through people.
- o Managing the accident repair centre part 1.
- o Managing the accident repair centre part 2.
- o Decision making for managers.
- o Coaching and facilitation.
- o Professional presentation skills.
- o Management and leadership skills.
- o Operations management for the automotive retail business.
- o Operations management for the accident repair centre.

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:

- o Automotive Retailing & Distribution.
- o Automotive Market Dynamics.
- Business Strategy.
- o Lean Thinking.
- Marketing.
- o Human Resource Management.
- o Management & Organisational Behaviour.
- o Finance & Accounting.

The special project comprises a 10,000 word business report that should incorporate some aspect of original data collection and analysis. At the end of each programme the centre arranges a study tour to a different part of the world in order to experience car retailing in different contexts and cultures, as well as see how issues and challenges are met.

The programme is aimed at experienced managers from franchised dealerships and from independent garages, as well as managers working in related market sectors, such as financial services, IT, vehicle manufacturers, logistics & distribution and component suppliers. It is suitable for those working in general management, marketing, sales, after sales, and finance.

Conclusion:

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

- o 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 this qualification's exit level outcomes, 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 either on the dealerships or on the corporate business, 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.

This qualification is designed to retain the entrepreneurial flair of the independent retailers while optimising the management and development of the business through the application of corporate best practice.

References:

USA:

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

UK:

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

France:

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

Germany:

- o Deutschen Kraftfahrzeuggewerbes:
- o <http://www.kfzgewerbe.de/>
- o <http://www.autoberufe.de/>
- o <http://w.kfz-betriebswirt.de/>

o Europese 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.

Employers or institutions should be able to evaluate the outcomes of this qualification against the needs of their context and structure top-up learning appropriately. Holders of other qualifications may be evaluated against this qualification for the purpose of RPL and placement in learning programmes.

Overview of the proposed qualifications pathway and articulation possibilities:

- NQF Level 8: Masters Degree in Business Management (Motor Retail).
- NQF Level 6: National Diploma in Business Management (Motor Retail).

MODERATION OPTIONS

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

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

- o Assessor credentials.
- o The assessment instrument.
- o The assessment process.
- Moderators should be qualified assessors in their own right.

CRITERIA FOR THE REGISTRATION OF ASSESSORS

The following criteria should be applied by the relevant ETQA:

- o Appropriate qualification with a minimum of 2 years' experience of higher level management in a motor retail environment. The subject matter expertise of the assessor can be established by recognition of prior learning.
- o Be active in the industry and be familiar with the particular aspect of the motor retail industry in which the learner has contextualised his/her skills and knowledge.
- o Appropriate experience and understanding of assessment theory, processes and practices.
- o Good interpersonal skills and ability to balance the conflicting requirements of:
 - o Maintaining national standards.
 - o The interests of the learner.
 - o The need for transformation and redressing the legacies of the past.
 - o The cultural background and language of the learner.
- o Registration as an assessor with a relevant ETQA.
- Any other criteria required by a relevant ETQA.

NOTES

NIA

UNIT STANDARDS

	ID	UNIT STANDARD TITLE	LEVEL	CREDITS
Core	10606	Apply financial and business principles in a manufacturing environment	Level 6	8
Core	243355	Manage and improve motor retail business operations to optimise profit performance	Level 6	12
Core	243352	Develop a motor retail business brand	Level 6	14
Core	243351	Enhance relationships with strategic partners of a motor retail business	Level 6	14
Core	243473	Integrate, co-ordinate and optimise all the business units	Level 6	10

	ID	UNIT STANDARD TITLE	LEVEL	CREDITS
		within a retail motor business		
Core	243353	Develop the motor retail business to deliver brand promise	Level 6	16
Core	243472	Lead and develop human resources to meet the critical skills shortages and diverse needs of the motor retail business	Level 6	12
Core	116368	Apply basic business marketing practices	Level 6	8
Core	10077	Promote principles of marketing throughout organisations	Level 6	8
Core	243354	Provide, use and manage information and information systems for a motor retail business	Level 6	10
Core	243474	Contribute to and implement a marketing strategy for the motor retail business	Level 6	16
Core	243475	Review and revise a performance management system for the motor retail business	Level 6	10
Elective	230069	Demonstrate knowledge and insight into the impact of HIV/AIDS on financial products, markets and the workforce	Level 6	6
Elective	230079	Interpret the impact of macro economic decisions or indicators on a business environment	Level 6	5
Elective	116338	Apply basic business accounting practices	Level 6	9
Elective	116792	Evaluate the financial implications of changes to sustain future growth of small or medium business or autonomous business unit	Level 6	10
Elective	116367	Apply basic human resources practices	Level 6	8
Elective	116789	Identify a gap in the market and propose solutions	Level 6	15
Fundamental	230081	Present a well-structured argument derived from qualitative and/or quantitative data to generate a competitive advantage	Level 6	10
Fundamental	243471	Manage and improve communication processes for a motor retail business	Level 6	10
Fundamental	115448	Understand and apply statistical techniques for business and research applications	Level 6	18
Fundamental	116349	Apply business performance management practices	Level 6	10
Fundamental	116780	Ensure compliance with legal provisions, regulations and standards	Level 6	12
Fundamental	10072	Monitor and review activity plan	Level 6	7
Fundamental	12138	Conduct an organisational needs analysis	Level 6	10



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Enhance relationships with strategic partners of a motor retail business

SAQA US ID	UNIT STANDARD TITLE		
243351	Enhance relationships with strategic partners of a motor retail business		
SGB	PROVIDER		
SGB Generic Management			
FIELD	SUBFIELD		
3 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	14
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
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SPECIFIC OUTCOME 1

Identify and assess the contribution of strategic partners required for the achievement of the business strategy.

SPECIFIC OUTCOME 2

Review own interests, the strategic partners' interests and the key drivers in each relationship.

SPECIFIC OUTCOME 3

Develop metrics and evaluate the state of the relationships.

SPECIFIC OUTCOME 4

Develop and implement action plans to enhance relationships with strategic partners, monitor the implementation and activities and evaluate the impact of the action plans.

SPECIFIC OUTCOME 5

Apply a range of tools and techniques for building, maintaining and enhancing positive relationships.

SPECIFIC OUTCOME 6

Identify, evaluate their capability and select alternative strategic partners, and set up and formalise agreements with new strategic partners.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop a motor retail business brand

SAQA US ID	UNIT STANDARD TITLE		
243352	Develop a motor retail business brand		
SGB	PROVIDER		
SGB Generic Management			
FIELD	SUBFIELD		
3 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
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SPECIFIC OUTCOME 1

Select, brief and agree terms of reference with an appropriate service provider to provide technical assistance.

SPECIFIC OUTCOME 2

Audit the strengths, weaknesses and development potential of the brand.

SPECIFIC OUTCOME 3

Analyse the target markets and current business processes and identify sources of competitive advantage.

SPECIFIC OUTCOME 4

Develop and implement a strategy for adding value to the brand.

SPECIFIC OUTCOME 5

Develop brand promotion and brand support tools.

SPECIFIC OUTCOME 6

Evaluate the overall effectiveness of the brand action and review the strategy.



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UNIT STANDARD:

SGB		PROVIDER	
SGB Generic Management			
FIELD		SUBFIELD	
3 - Business, Commerce and Management Studies		Generic Management	
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SPECIFIC OUTCOME 1

Analyse brand promise requirements and develop performance criteria for staff, business units and strategic partners.

SPECIFIC OUTCOME 2

Review policies, plans and activities against brand performance criteria and identify gaps in delivery.

SPECIFIC OUTCOME 3

Develop action plans to deliver brand promise, monitor implementation and evaluate results.

SPECIFIC OUTCOME 4

Monitor customer experiences and ensure consistent delivery of brand promise.

SPECIFIC OUTCOME 5

Identify critical success factors to determine brand strength and value.

SPECIFIC OUTCOME 6

Evaluate the impact of the brand policy and adjust processes to ensure brand promise is met.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

Provide, use and manage information and information systems for a motor retail

SAQA US ID		UNIT STANDARD TITLE	
243354		Provide, use and manage information and information systems for a motor retail business	
SGB Generic Management			
FIELD		SUBFIELD	
3 - Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10
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SPECIFIC OUTCOME 1

Source and evaluate information for the motor retail business.

SPECIFIC OUTCOME 2

Contribute to the forecasting of trends and developments and assess their potential effects on the motor retail business.

SPECIFIC OUTCOME 3

Manage and evaluate the information systems and take corrective action if required.

SPECIFIC OUTCOME 4

Contribute to management and sharing of knowledge, problem solving and decision making and the development of intellectual capital.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Manage and improve motor retail business operations to optimise profit performance

SAQA US ID		UNIT STANDARD TITLE	
243355		Manage and improve motor retail business operations to optimise profit	
SGB		PROVIDER	
SGB Generic Management			
FIELD		SUBFIELD	
3 - Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	12
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Draft - Prep for P Comment			

SPECIFIC OUTCOME 1

Manage all business operations, monitor the effectiveness of management and staff and make necessary changes as required.

SPECIFIC OUTCOME 2

Assess current business conditions, identify new trends and contribute to the development of appropriate strategies to address the new trends.

SPECIFIC OUTCOME 3

Develop an action plan, justify costs and source funding.

SPECIFIC OUTCOME 4

Prepare the team, procure the resources and set up the structures to integrate the new initiative into the day-to-day activities of the motor retail business.

SPECIFIC OUTCOME 5

Implement the action plan, monitor progress, resolve issues and adjust the process where required.

SPECIFIC OUTCOME 6

Evaluate the impact of the intervention, identify process issues and take corrective action.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Manage and improve communication processes for a motor retail business

SAQA US ID	UNIT STANDARD TITLE		
243471	Manage and improve communication processes for a motor retail business		
SGB	PROVIDER		
SGB Generic Management			
FIELD	SUBFIELD		
3 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Draft - Prep for P Comment			

SPECIFIC OUTCOME 1

Contribute to the development of a communication strategy and interpret, customise and implement a communication strategy.

SPECIFIC OUTCOME 2

Monitor and review communication processes and related policies and procedures and implement improvements where required.

SPECIFIC OUTCOME 3

Network with a variety of contacts to share, gather and evaluate information.

SPECIFIC OUTCOME 4

Communicate information to a variety of audiences.

SPECIFIC OUTCOME 5

Lead meetings and discussions to address issues and make and communicate decisions.

SPECIFIC OUTCOME 6

Negotiate with various stakeholders, suppliers or business partners.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Lead and develop human resources to meet the critical skills shortages and diverse needs of the motor retail business

SAQA US ID	UNIT STANDARD TITLE		
243472	Lead and develop human resources to meet the critical skills shortages and diverse needs of the motor retail business		
SGB	PROVIDER		
SGB Generic Management			
FIELD	SUBFIELD		
3 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	12
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Draft - Prep for P Comment			

SPECIFIC OUTCOME 1

Forecast human capital needs based on business strategy and develop plans to attract the right talent.

SPECIFIC OUTCOME 2

Implement plans to attract, appoint and retain the right kind of people.

SPECIFIC OUTCOME 3

Evaluate performance of human capital and identify gaps.

SPECIFIC OUTCOME 4

Motivate, train and develop human capital to achieve business objectives.

SPECIFIC OUTCOME 5

Co-ordinate and integrate functions to optimise resources and address structural imbalances in the supply of human capital.

SPECIFIC OUTCOME 6

Select and implement appropriate organisational structures, leadership styles and management practices.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Integrate, co-ordinate and optimise all the business units within a retail motor business

SAQA US ID	UNIT STANDARD TITLE		
243473	Integrate, co-ordinate and optimise all the business units within a retail motor business		
SGB	PROVIDER		
SGB Generic Management			
FIELD	SUBFIELD		
3 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Draft - Prep for P Comment			

SPECIFIC OUTCOME 1

Analyse the key drivers of each business unit and determine underperformance, interference and other issues impacting on the drivers.

SPECIFIC OUTCOME 2

Develop complementary and integrated strategies, policies and processes for the business units.

SPECIFIC OUTCOME 3

Analyse activities of all the business units, suppliers and sub-contractors to identify areas needing alignment.

SPECIFIC OUTCOME 4

Develop and implement an optimisation plan, motivate the plan and the required resources needs to stakeholders and measure the impact of the actions.

SPECIFIC OUTCOME 5

Identify problems in integrating the business units and implement preventive or corrective measures.

SPECIFIC OUTCOME 6

Manage and optimise the contribution of partners, suppliers, and sub-contractors to the motor retail business.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Contribute to and implement a marketing strategy for the motor retail business

SAQA US ID		UNIT STANDARD TITLE	
243474		Contribute to and implement a marketing strategy for the motor retail business	
SGB		PROVIDER	
SGB Generic Management			
FIELD		SUBFIELD	
3 - Business, Commerce and Management Studies		Generic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	16
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Draft - Prep for P Comment			

SPECIFIC OUTCOME 1

Gather, analyse and evaluate market and motor retail business information.

SPECIFIC OUTCOME 2

Contribute to the development of a marketing strategy for a motor retail business.

SPECIFIC OUTCOME 3

Develop marketing plans and programmes to implement the marketing strategy.

SPECIFIC OUTCOME 4

Implement marketing plans and monitor marketing activities.

SPECIFIC OUTCOME 5

Evaluate and adjust marketing programmes and activities.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Review and revise a performance management system for the motor retail business

SAQA US ID		UNIT STANDARD TITLE	
243475		Review and revise a performance management system for the motor retail	
SGB		PROVIDER	
SGB Generic Management			
FIELD		SUBFIELD	
3 - Business, Commerce and Management Studies		Genetic Management	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Draft - Prep for P			

SPECIFIC OUTCOME 1

Review the effectiveness of the performance management system.

SPECIFIC OUTCOME 2

Analyse business processes, identify, select and prioritise potential areas of improvement and determine new key performance areas.

SPECIFIC OUTCOME 3

Consult with management team and staff and set key performance indicators.

SPECIFIC OUTCOME 4

Develop an action plan and implement the revised performance management system.

SPECIFIC OUTCOME 5

Evaluate the impact of the revised performance management system on morale and the achievement of business objectives.