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GOVERNMENT NOTICE

SOUTH AFRICAN QUALIFICATIONS AUTHORITY**No. 788****15 September 2010****SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)**

In accordance with Regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Task Team for

BUSINESS ADVISING

registered by Organising Field 03 – Business, Commerce and Management, publishes the following Qualification for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the Qualification. The full Qualification can be accessed via the SAQA web-site at www.saqa.org.za. Copies may also be obtained from the Directorate for Registration and Recognition at the SAQA offices, SAQA House, 1067 Arcadia Street, Hatfield, Pretoria.

Comment on the Qualification should reach SAQA at the address below and **no later than 18 October 2010**. All correspondence should be marked **Registration and Recognition – Task Team for Business Advising** and addressed to

The Director: Registration and Recognition

SAQA

Attention: Mr. E. Brown

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D. MPHUTHING**ACTING DIRECTOR: REGISTRATION AND RECOGNITION**



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:
National Certificate: Business Advising

SAQA QUAL ID	QUALIFICATION TITLE		
79886	National Certificate: Business Advising		
ORIGINATOR		PROVIDER	
Task Team - Business Advising			
QUALIFICATION TYPE	FIELD	SUBFIELD	
National Certificate	3 - Business, Commerce and Management Studies	Generic Management	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUAL CLASS
Undefined	146	Level 5	Regular-Unit Stds Based

New NQF Level: NQF Level 05

This qualification replaces:

Qual ID	Qualification Title	NQF Level	Min Credits	Replacement Status
48886	National Certificate: Business Advising	Level 5	151	Will occur as soon as 79886 is registered

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

This Qualification will provide learners with the competencies required to offer a business advising service to mostly small and medium enterprises (SMEs). It will assist the learner to provide independent, impartial and confidential information and guidance to potential and established SME businesses, based on substantial business experience and current knowledge of related factors, so that clients may learn and benefit from that advice in their subsequent actions.

It will provide the learner with the knowledge and skills to be able to work "through and with" rather than "for" a client. The client comes to own both the problem and the solution and he/she is motivated to set objectives and take action. It will also show the learner how to develop an ongoing long-term business advising relationship between an experienced Business Adviser and client that covers a diverse range of topics as a business develops.

This Qualification recognises the broad base of technical business advising competencies required for people who are in business advising related roles, people aspiring to grow in the industry and people wishing to extend their business advising skills. This Qualification will assist learners to gain the skills, knowledge and competence to undertake a broad range of business advising activities and carry out a mix of specialised operations including the giving of advice on organisational processes and human resource needs and utilisation.

On achieving this Qualification, the learner will be able to:

- Conduct due diligence and viability analysis processes to assess business performance and risk.
- Develop and guide the implementation of risk mitigation and business rehabilitation/rescue interventions.

- Develop and guide the implementation of strategic and business plans.
- Mentor/coach businesses with the view to improved business performance and long term growth and sustainability.
- Manage own business advising practice.

The Qualification not only consists of knowledge and skills required to equip the learner to perform the function of Business Adviser professionally and with insight, but contains building blocks of skills and knowledge that can be developed further in Qualifications in Business Advising at higher levels on the NQF. The intention is:

- To promote the development of knowledge, skills and values that are required in the Business Advising industry.
- To release the potential of people, in order for them to grow and develop.
- To provide opportunities for people to move up in their career by being more valuable to their organisation, the economy and themselves.

Rationale:

The National Certificate in Business Advising, Level 5 is designed to meet the needs of those learners who are already involved in the field of Business Advising as practicing Business Advisors.

The Business Advisor predominantly provides a service to SMEs on the sustainability and profitability of the business.

The Business Advising Industry is an essential industry and by its very nature a constant supply of clients (SMEs) is ensured. It is an industry constantly in need of skilled and experienced people.

The National Certificate in Business Advising, Level 5 supports the objectives of the NQF in that it gives the learner access to a nationally recognised qualification that acknowledges the skills and knowledge that he/she has acquired. This qualification will therefore ensure that the quality of education and training received by learners in the sector is enhanced and of a world class standard.

The National Certificate in Business Advising, Level 5 recognises the competence, knowledge and skills required to manage and develop small business ventures (SMEs). The Qualification will allow both those in formal education, those already employed in organisations in the Business Advising industry, and those in private Business Advising practice, access to a Qualification that can be used as a benchmark to gauge their competence against local and international standards.

RECOGNIZE PREVIOUS LEARNING?

Y

LEARNING ASSUMED IN PLACE

- Communications at NQF Level 4.
- Mathematical Literacy at NQF Level 4.
- Computer Literacy at NQF Level 3.

Recognition of Prior Learning:

This Qualification and the entire fundamental, core and elective Unit Standards associated with it can be achieved by any learner through the recognition of prior learning, which includes learning outcomes achieved through formal, informal and non-formal learning and work experience. Learner and assessor will jointly decide on methods to determine prior learning and

competence in the knowledge, skills, values and attitudes implicit in the qualification and the associated unit standards.

This Recognition of Prior Learning may allow for:

- Gaining of credits for unit standards in this qualification.
- Obtaining this qualification in whole.

All Recognition of Prior Learning is subject to quality assurance by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

Access to the Qualification:

There is open access to this Qualification

QUALIFICATION RULES

The Qualification consists of a Fundamental, a Core and an Elective Component.

To be awarded the Qualification learners are required to obtain a minimum of 146 credits as detailed below.

Fundamental component:

- The Fundamental Component consists of Unit Standards to the value of 11 credits all of which are compulsory.

Core component:

- The Core Component consists of Unit Standards to the value of 100 credits all of which are compulsory.

Elective component:

- The Elective Component consists of individual unit standards from which learners must choose unit standards totalling a minimum of 35 credits related to the business field in which they operate.

EXIT LEVEL OUTCOMES

On achieving this Qualification, the learner will be able to:

1. Conduct due diligence and viability analysis processes to assess business performance and risk.
2. Develop and guide the implementation of risk mitigation and business rehabilitation/rescue interventions.
3. Develop and guide the implementation of strategic and business plans.
4. Mentor/coach businesses with the view to improved business performance and long term growth and sustainability.
5. Manage own business advising practice.

Critical Cross-Field Outcomes:

The qualification addresses the following Critical Cross-Field Outcomes as embedded in the Exit Level Outcomes and Associated Assessment Criteria of the qualification:

Communicate effectively:

- Effective communication is enabled through the maintaining of relevant communication as per organisational requirements applicable to the planning, implementation and support services associated with the provision of a business advising service.

Identify and solve problems:

- Problems are identified and solved in the application of business advising support as it relates to the maintaining of operational and profit requirements.

Collect, analyse, organise, and critically evaluate information:

- Information is collected analysed, organized and evaluated in the performing of activities related to the business analysis and advice.

Understand the world as a set of related systems:

- The world is understood as a set of related systems where the accurate analysis and provision of business advice has an impact on the future of the business and business owner.

Organise and manage own activities:

- Own activities are managed and organised in the performance of business advising support services and in the maintaining of liaison, communication and the execution of support duties and functions within the business advising/ mentoring environment.

Work in a team:

- Teamwork is supported in the operational environment and the execution of the business advising function regardless of the specific type of business in which the learner is required to operate and apply obtained knowledge and skills.

Maintain effective working relationships:

- The maintaining of effective working relationships is supported through the requirements of the operational environment and the very nature of the business advise industry, which is very service orientated.

Science and technology:

- The use of Science and Technology is supported by the use of computer literacy in the operational environment as well as the electronic applications used for the gathering and reporting of information in business and its management and administration.

ASSOCIATED ASSESSMENT CRITERIA

Associated Assessment Criteria for Exit Level Outcome 1:

- An assessment system is used to appraise the business and owner.
- An analysis of business performance is conducted in order to identify areas of risk.
Range: Business performance element may include but are not limited to finance, production, value chain, market, human resources.
- An analysis of risk is conducted so as to identify opportunities for successful implementation of business strategy.
- Business performance issues are communicated with the business owner in order to develop and guide the rehabilitation/rescue interventions.

Associated Assessment Criteria for Exit Level Outcome 2:

- Change/rehabilitation interventions are developed to address the areas of risk.
- A cost benefit analysis is carried out on identified rehabilitation initiatives.
- Change management processes are facilitated with a view to implement the rehabilitation initiatives.
- Rehabilitation interventions are assessed to determine their impact on the business.

Associated Assessment Criteria for Exit Level Outcome 3:

- Market opportunities and vulnerabilities are identified and assessed.
- Strategies and action plans are identified to exploit the market opportunities.
- Business are guided on aligning processes and resources with identified strategic options.
- The business is guided and assisted to access applicable resources.

Associated Assessment Criteria for Exit Level Outcome 4:

- Business performance issues are communicated and analysed with the business owner in order to gain their understanding.
- The business owner is motivated to implement change.
- Business advice support structure with the business owner is maintained to sustain intended changes.
- Skills transfer is facilitated to build the capacity of the business owner for continued improvement.

Associated Assessment Criteria for Exit Level Outcome 5:

- Strategic planning for own business is conducted.
- Resource planning and management is conducted to exploit market opportunities.
- Quality management procedures are implemented to optimally align business advising practices with client requirements.
- Own business performance is monitored and assessed in order to improve the service delivery to clients.

Integrated Assessment:

Assessment should take place within the context of:

- Given Quality Assurance policies, procedures and processes.
- A guided and supported learning environment.

Assessment will take place according to the detailed specifications provided in the exit level criteria above.

Assessment principles:

Assessment should be in accordance with the following general and specific principles:

- The initial assessment activities should focus on gathering evidence in terms of the main outcomes expressed in the titles of the Exit Level Outcomes to ensure assessment is integrated rather than fragmented. Take special note of the need for integrated assessment.
- Evidence must be gathered across the entire range specified in each outcome, as applicable. Assessment activities should be as close to the real performance as possible, and where simulations or role-plays are used, there should be supporting evidence to prove that the candidate is able to perform in the real situation.

- All assessments should be conducted in accordance with the following universally accepted principles of assessment:
 - Use appropriate, fair and manageable methods that are integrated into real work-related or learning situations.
 - Judge evidence on the basis of its validity, currency, authenticity and sufficiency.
 - Ensure assessment processes are systematic, open and consistent.

INTERNATIONAL COMPARABILITY

The purpose of this International Comparability study is to facilitate the development of a meaningful learning path and its associated curriculum incorporating both theoretical and practical vocational skills which will ensure compatibility, comparability and compliance with existing international Qualification specifications and regulations.

Business advising functions can be associated with an extensive range of business activities, industries and disciplines. This provides an extremely broad potential base for comparison providing a challenge in terms of specific focus and narrowing down the possible range of information for such an exercise.

This National Certificate was compared with equivalent Qualifications/courses from a range of countries. The countries were selected because they offer education and training that is considered international best practice Business Advising.

The following comparisons were concluded with international qualifications as per the identified areas of best practice:

New York, London, Singapore and Bangkok:

Graduate School of Master Coaches:

Course Title: Certified Master Coach (CMC) Course:

- Core coaching skills and knowledge sets.
- Behavioural change techniques and tools.
- Change.
- Dialogue-Advanced questioning and listening skills.
- The 7 step behavioural coaching process model.
- The coaching cycle.
- Business Coaching-SMEs.
- Establishing coaching programmes.
- Private practice.

The course offered by the Graduate School of Master Coaches is pitched at a higher level than this Qualification and involves additional issues directly related to 'Coaching' and not just Business Advising. The section on Business Coaching-SMEs compares well as it relates directly to this qualification.

United Kingdom:

Institute of Business Consulting:

Course Title: Certificate in Business Support:

- Maintain effective business support relationships with clients.
- Help the client to analyse the business and decide the way forward.
- Enable clients to implement changes in their business.
- Encourage clients to act for themselves.
- Develop networks to provide access to information, support and resources.

- Evaluate the quality of your own business practice in business support.
- Develop your own ability to provide business support service.
- Monitor the performance of the business support service.
- Business support project.

Course Title: Diploma in Business Support:

- Help the client to analyse the business and decide the way forward.
- Enable clients to implement changes in their business.
- Encourage clients to act for themselves.
- Develop networks to provide access to information, support and resources.
- Evaluate the quality of your own business practice in business support.
- Develop your own ability to provide business support service.
- Monitor the performance of the business support service.

Both the Certificate and Diploma offered by the Institute of Business Consulting are compatible with this Level 5 Certificate. They cover the same competencies and subject matter.

RapidBI:

Course Title: Training for Business Advisors:

- Induction and orientation to the role of the business mentor/advisor.
- Business Diagnostic tools.
- Developing an innovative culture.
- Coaching and mentoring.
- Developing leadership.
- From entrepreneur and business person.
- Building rapport.
- Intelligent dressing for business advisors.

The above course has some role of compatibility. However, it covers mainly subjects related to the motivation/leadership related to business advisers.

CBA Online:

Course Title: Certified Business Advisor:

- Accounting/Finance:
 - Business entities.
 - Funding amount and resource.
 - Financial statements.
 - Financial statement Analysis.
 - Techniques.
 - Cost-volume-profit analysis.
 - Sample text and exam question.
- Marketing:
 - Introduction to marketing.
 - Market feasibility study and marketing information.
 - Strategic planning, marketing plan and portfolio models.
 - Customer relationship marketing and customer behaviour.
 - Market segmentation, market targeting and positioning.
 - Product management.
 - Promotion management.
 - Pricing management.
 - Place management.

- Intellectual property (special section) Reading only no exam.

- Human Resources:

- Overview of human resources.
- Analysing job and task.
- Requirements.
- Employment laws.
- Assessing need for employees.
- Conducting basic applicant screening.
- Orientation and training.
- Compensation and benefits.
- Safety and health.
- Appraisal, discipline and termination.
- Unions.

The Certified Business Advisor course is fairly compatible with this Level 5 Qualification. The subject matter however is focused on three areas only, namely, Finance, Marketing and Human Resources and not on the role of the business advisers.

New Zealand:

New Zealand Qualifications Authority:

Course Title: National Diploma in Business (Small business management):

- Business Operations and Development:

- ID1992 - Control and evaluate small business operations - Level 4 and 5 Credits.
- ID1993 - Manage small business operations - Level 6 and 5 Credits.

- Financial Management:

- ID1850 - Manage liquidity and current assets - Level 6 and 3 Credits.
- ID1855 - Manage credit - Level 5 and 4 Credits.
- ID1857 - Prepare and use budgets and cash flow forecasts - Level 6 and 5 Credits.
- ID1861 - Assess and manage financial risk - Level 6 and 3 Credits.
- ID1874 - Complete IRD employer requirements for PAYE, FBT and GST - Level 4 and 4 Credits.
- ID6408 - Identify cost, volume, profit relationships for small business operations - Level 4 and 5 Credits.
- ID6410 - Manage financial resources for a small business enterprise - Level 5 and 5 Credits.

- Business Marketing:

- ID6404 - Develop marketing options for small business operations - Level 4 and 5 Credits.
- ID6405 - Determine advertising options for small business enterprises - Level 4 and 5 Credits.

- Business Environment:

- ID1989 - Research small business opportunities - Level 4 and 5 Credits.
- ID1990 - Assess small business ownership options and business structures - Level 4 and 5 Credits.
- ID1994 - Manage the development business ventures - Level 6 and 5 Credits.
- ID6156 - Develop strategies to foster innovation and entrepreneurship for small business enterprises - Level 7 and 10 Credits.
- ID6403 - Produce self-assessments of suitability for managing small business enterprise opportunities - Level 3 and 4 Credits.
- ID6411 - Identify and assess business development opportunities for a small business enterprise - Level 7 and 10 Credits.
- ID6412 - Investigate and evaluate small business franchising options - Level 6 and 10 Credits.

- Business Operations and Development:
 - ID6406 - Establish and maintain quality customer relations for a small business enterprise - Level 4 and 5 Credits.
- Business Operations and Development:
 - ID6407 - Establish human needs of the small business operation - Level 5 and 5 Credits.
- Business Operations and Development:
 - ID1991 - Produce establishment plans for small business ventures - Level 5 and 5 Credits.

This New Zealand Qualification is very compatible with the South African Qualification and covers similar competences subject matter related to the function of a business adviser.

Course Title: National Diploma in Maori Business and Management with an optional strand in Iwi Management:

- Maori Management in Maori organisations:
 - ID10682 - Describe legislation impacting on the management of selected Maori organisations - Level 5 and 12 Credits.
 - ID10684 - Explain Maori leadership in relation to the management of Maori organisations - Level 6 and 5 Credits.
 - ID10685 - Explain management strategies for Maori organisations - Level 6 and 6 Credits.
 - ID10692 - Analyse and design strategies for the development of resources owned by a Maori organisation - Level 7 and 10 Credits.
 - ID10693 - Design a human resource management plan for a selected Maori organisation - Level 7 and 10 Credits.
- Maori Management:
 - ID10677 Design marketing and promotional strategies which incorporate the uniqueness of te ao Maori - Level 6 and 6 Credits.
 - ID10679 - Develop protocols for personal interaction with, and between Maori staff - Level 6 and 6 Credits.
- Maori Management in Maori organisations:
 - ID10694 - Explain and research effective marae management systems and models - Level 4 and 8 Credits.
 - ID10695 - Design effective models of organisational structure for iwi - Level 6 and 10 Credits.
- Maori Management.
 - ID10668 - Design policies for using kawa and tikanga in Maori management situations within an organisation - Level 6 and 6 Credits.
 - ID10669 - Explain the effects on Maori of racism in the workplace - Level 4 and 6 Credits.
 - ID10670 - Develop and implement a strategy to counter racism in Maori management situations - Level 5 and 8 Credits.
 - ID10672 - Develop and implement workplace policies which are responsive to Maori - Level 6 and 6 Credits.
 - ID10673 - Analyse and explain the important role of Maori women in the workplace - Level 5 and 6 Credits.
 - ID10674 - Identify skills in management contexts based on Maori concepts - Level 4 and 6 Credits.
 - ID10675 - Explain Maori concepts and approaches to management decision making processes - Level 5 and 10 Credits.
- This particular course is very compatible. However it focuses specifically on the Maori population.

Dubai:

Dubai Business Advisors:

Course Title: Business Advisor:

- Company registration.
- Business incorporation.
- Business set up in UAE.
- Home business set up.
- Business legal structures, Documentation and agreements.
- Company name selection.
- Office Rental, Purchase, Virtual office, services and Employee accommodation.
- Corporate bank accounts.
- Corporate finance.
- Marketing and advertising.
- Business intellectual property protection.
- Employee recruitment and procedures.
- Document processing and clearing.
- Employee relocation and orientation.

This course is only fairly comparable to this one as its main focus is on business set-up and not on a running/functioning business. Also it is very specific to the UAE.

Singapore:

NUS-National University of Singapore Business School:

Course Title: Business Advisors Programme:

- Understanding the need for strategic planning.
- Developing marketing entry strategies.
- Learning the process of covering needs.
- Acquiring new customers and retaining existing ones.
- Understanding critical financial ratios.
- Branding and the search for differential advantage.
- Web-based marketing.
- The six stigma process.

The Business Advisors Programme offered by the National University of Singapore Business School is quite comparable to the South African one. It is far less comprehensive and does not cover as much as this qualification.

Canada:

Trusted Business Advisor:

Course Title: Education and Certification Programme:

- Finance:
 - The basics of budgeting.
 - Managing of cash flow.
 - The principles of financial management.
 - Financial statements.
- Leadership and Legal:
 - Foundations for business execution.
 - Business community planning, Law and ethics.

- A managers introduction to business law.
- Planning and implementing a business strategy.
- Project Management:
 - Strategic planning and positioning for IT projects.
 - Strategic approaching to managing IT projects.
 - Estimating the IT project work effort.
 - IT project leadership authority and accountability.
- Customer Service:
 - Corporate culture: Building the service foundation.
 - Fundamentals of exceptional customer service.
 - The customer's voice.
 - Advancing service expertise.
 - Customers confrontation and conflict.
 - Overcoming difficult service situations.
- Marketing:
 - Principles of marketing: Distribution strategy.
 - Principles of marketing: Fundamentals of marketing.
 - Principles of marketing: Pricing strategy.
 - Principles of marketing: Product strategy.
 - Principles of marketing: Promotion strategy.
 - Principles of marketing: Writing a marketing plan.
- Human Resources:
 - What to consider when hiring.
 - Managing and rewarding top performers.
 - Interviewing effectively.
 - Choosing the best applicant.
 - Effective hiring and interviewing simulation.
- Ethics and Privacy:
 - Making decisions ethically.
 - Business ethics for managers.
 - Understanding organisational ethics.
 - Social responsibility in corporations.
 - Business ethics simulation.
- Sales:
 - Building a winning sales team.
 - Using business tools to manage sales teams.
 - Motivating a winning sales team.
 - Communicating in sales teams.
 - Sales team management simulation.
 - Government contracting work with government contracts.
- Partnering:
 - Effective relationships with business partners.
- Services:
 - Managing services.
 - Haas and saas.
 - Software licensing.
 - Unified communications.
 - Value of vendors.

- Value of distributors.
- Value of VARs.
- Virtualisation.

- Code of Ethics.
- Software piracy.
- Grey market products.
- Privacy rules.
- Counterfeit products.
- Green IT products.

Trusted Business Advisor course: Education and Certification Programme is very comparable to the Level 5 Business Advising Qualification and covers all subjects we cover. They also have some additional subjects.

Conclusion:

The National Certificate: Business Advising compares favourably with the training and development that is offered internationally by all countries included in this comparison. Differences between international practice and the content of this Qualification, relate mainly to legislative and regulatory issues as well as the administrative and managerial competencies. They also place a lot of emphasis on finance and accounting practices.

This Qualification meets the needs of the business advising industry in South Africa and it is evident that it would be portable to other countries in terms of subject matter content.

ARTICULATION OPTIONS

Horizontal articulation is possible with:

- ID 63769: National Certificate: Business Analysis Support Practice, NQF Level 5, 138 credits.
- ID 49419: National Diploma: Business Consulting Practice, NQF Level 5, 257 credits.
- ID 58341: National Diploma: Business Management, NQF Level 5, 240 credits.

Vertical articulation is possible with:

- ID 48967: National Certificate: Business Advising Operations, NQF Level 6, 138 credits.
- ID 63909: National Certificate: Business Analysis, NQF Level 6, 149 credits.
- ID 59850: Bachelor of Business Administration, NQF Level 6, 360 credits.

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, 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 ETQA's policies and guidelines for assessment and moderation; in terms of agreements reached around assessment and moderation between ETQA's (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:

- Be registered as an assessor with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Be in possession of a Qualification in Management, Business Advising, Management Consulting or any other relevant Qualification at NQF Level 6 or above.
- Have a minimum of two years' practical, relevant occupational experience.

NOTES

This qualification replaces qualification 48886, "National Certificate: Business Advising", Level 5, 151 credits.

UNIT STANDARDS

	ID	UNIT STANDARD TITLE	LEVEL	CREDITS
Fundamental	252036	Apply mathematical analysis to economic and financial information.	Level 5	6
Fundamental	115790	Write and present for a wide range of purposes, audiences and contexts	Level 5	5
Core	263455	Apply the principles of costing and pricing to a business venture	Level 4	6
Core	263356	Demonstrate an understanding of an entrepreneurial profile	Level 4	5
Core	117241	Develop a business plan for a small business	Level 4	5
Core	252030	Analyse compliance to legal requirements and recommend corrective actions	Level 5	4
Core	115821	Apply business financial practices	Level 5	4
Core	15236	Apply financial analysis	Level 5	4
Core	115824	Appraise the SMME business owner and or manager	Level 5	5
Core	115815	Conduct an analysis of business opportunities and develop future rehabilitation strategies	Level 5	10
Core	115854	Determine and negotiate terms of reference of business appraisal service to SMMEs	Level 5	7
Core	115830	Develop own ability to provide a business advisory service for SMMEs	Level 5	10
Core	115811	Establish and appraise the SMME's current situation and potential	Level 5	10
Core	115857	Explain marketing for SMMEs	Level 5	6
Core	115816	Identify business success issues for SMMEs	Level 5	6
Core	252025	Monitor, assess and manage risk	Level 5	8
Core	230078	Apply the principles of ethics to a business environment	Level 6	10
Elective	13952	Demonstrate basic understanding of the Primary labour legislation that impacts on a business unit	Level 4	8
Elective	262826	Implement a quality management system on a construction project	Level 4	16
Elective	114593	Tender to secure business for a new venture	Level 4	5
Elective	15137	Apply contract documentation	Level 5	10
Elective	115407	Apply the principles of change management in the workplace	Level 5	10
Elective	15232	Coordinate planned skills development interventions in an organisation	Level 5	6
Elective	115819	Create and build an optimum advice environment	Level 5	5
Elective	115855	Create, maintain and update record keeping systems	Level 5	5
Elective	10631	Demonstrate an understanding of manufacturing, principles, methodologies and processes	Level 5	7
Elective	13400	Demonstrate an understanding of the Principles of Project and Structured Finance	Level 5	7
Elective	244288	Demonstrate understanding of occupational health and safety legislation in the workplace	Level 5	8
Elective	115394	Develop a consulting service ethic	Level 5	5
Elective	15219	Develop and implement a strategy and action plans for a team, department or division	Level 5	4

	ID	UNIT STANDARD TITLE	LEVEL	CREDITS
Elective	114882	Develop holistic productivity improvement strategies and plans	Level 5	10
Elective	243814	Establish a project or project phase and its processes for a simple to moderately complex project	Level 5	14
Elective	115852	Evaluate stock policies and logistic services	Level 5	6
Elective	336709	Evaluate the influences of key components in a supply chain	Level 5	8
Elective	115820	Evaluate, assess and apply merchandising and marketing practices	Level 5	8
Elective	115403	Know the client within a consulting contract	Level 5	6
Elective	252028	Manage working capital	Level 5	10
Elective	7396	Present a banking-related financial solution to a business client for consideration	Level 5	8
Elective	115406	Provide administrative support within a consulting context	Level 5	5
Elective	15221	Provide information and advice regarding skills development and related issues	Level 5	4
Elective	15214	Recognise areas in need of change, make recommendations and implement change in the team, department or division	Level 5	3
Elective	115404	Understand the business of consulting	Level 5	8
Elective	10606	Apply financial and business principles in a manufacturing environment	Level 6	8
Elective	336720	Conduct demand forecasting and develop supply and capacity plans to meet demand	Level 6	8
Elective	336739	Demonstrate an understanding of the key concepts and elements of strategic supply chain management	Level 6	13
Elective	259257	Perform Enterprise Analysis	Level 6	10
Elective	12950	Select and apply financing instruments in the valuation of a business entity and financial assets	Level 6	10

LEARNING PROGRAMMES RECORDED AGAINST THIS QUALIFICATION**None**