

Curriculum Document				
Curriculum Code	Curriculum Title			
242101	Occupational Certificate: Small Business Consultant			
	Name	Email	Phone	Logo
Development Quality Partner	Services Education Training Authority	Ms Nozipho Zondo NoziZ@services eta.org.za	(011) 276-9600	



 Learner Qualifications Development Facilitator

23 December 2019
Date



 Qualifications Development Facilitator

23 December 2019
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 Development Quality Partner Representative

23 December 2019
Date

SECTION 1: CURRICULUM SUMMARY

1. Occupational Information

1.1 Associated Occupation

242101: Small Business Consultant

1.2 Occupation or Specialisation Addressed by this Curriculum

242101000-00-00: Small Business Consultant

1.3 Alternative Titles used by Industry

Business Advisor

Business Consultant

Business Advisory Specialist

Business Advising Consultant

2. Curriculum Information

2.1 Curriculum Structure

This qualification is made up of the following compulsory Knowledge and Practical Skill Modules:

Knowledge Modules:

242101-000-00-KM-01: Regulatory and legislative framework, NQF Level 5, Credits: 5

242101-000-00-KM-02: Compliance audit, NQF Level 5, Credits: 5

242101-000-00-KM-03: Fundamentals of entrepreneurial profiles, NQF Level 4, Credits: 4

242101-000-00-KM-04: Business consulting development, NQF Level 5, Credits: 5

242101-000-00-KM-05: Strategic and operational plans, NQF Level 4, Credits: 5

242101-000-00-KM-06: Professional business success factors, NQF Level 5, Credits: 5

242101-000-00-KM-07: Principles of marketing, NQF Level 5, Credits: 3

242101-000-00-KM-08: Business finance, NQF Level 5, Credits: 5

242101-000-00-KM-09: Principles of costing and pricing to a business venture, NQF Level 4, Credits: 5

242101-000-00-KM-10: Risk profiling, NQF Level 5, Credits: 5

242101-000-00-KM-11: Principles of tendering, NQF Level 5, Credits: 4

242101-000-00-KM-12: Business appraisal, NQF Level 5, Credits: 5

242101-000-00-KM-13: Business requirements and business rescue strategies, NQF Level 5, Credits:

242101-000-00-KM-14: Effective communication, NQF Level 5, Credits: 5

242101-000-00-KM-15: Principles of ethics in business, NQF Level 6, Credits: 3

242101-000-00-KM-16: Strategies for behaviour change and coaching, NQF Level 5, Credits: 3

242101-000-00-KM-17: Principles of change management, NQF Level 5, Credits: 5

242101-000-00-KM-18: Introductory studies for project managers, NQF Level 5, Credits: 5

242101-000-00-KM-19: Application of contract documentation, NQF Level 5, Credits: 4

242101-000-00-KM-20: Evaluation of influences in value chain, NQF Level 5, Credits: 5

Total number of credits for Knowledge Modules: 91

Practical Skill Modules:

242101-000-00-PM-01, Evaluate personal capability for performing business consulting services, NQF Level 5, Credits 8

242101-000-00-PM-02, Carry out due diligence and check compliance with relevant legislation, NQF Level 6, Credits 8

242101-000-00-PM-03, Monitor methods of appraisal of business owner, business performance and activities, NQF Level 5, Credits 8

242101-000-00-PM-04, Provide strategic and operational consulting service, NQF Level 6, Credits 10

242101-000-00-PM-05, Develop and implement a change management framework, NQF Level 5, Credits 5

242101-000-00-PM-06, Develop project implementation approach, NQF Level 5, Credits 8

242101-000-00-PM-07, Interpret the influences of key components in the value chain on business efficiency, NQF Level 5, Credits 8

Total number of credits for Practical Skills Modules: 55

Work Experience Modules:

242101-000-00-WM-01, Procedures to evaluate personal capability for performing business consulting services, NQF Level 5, Learning Contract Time 12.5 Days (Credits 10)

242101-000-00-WM-02, Processes and procedures for carrying out and checking due diligence compliance with relevant legislation, NQF Level 6, Learning Contract Time 18.75 Days (Credits 15)

242101-000-00-WM-03, Process to monitor methods of appraisal of business owner, business performance and activities, NQF Level 5, Learning Contract Time 18.75 Days (Credits: 15)

242101-000-00-WM-04, Procedures to provide strategic and operational consulting service, NQF Level 6, Learning Contract Time 25 Days (Credits: 20)

242101-000-00-WM-05, Process to develop and implement a change management framework, NQF Level 5, Learning Contract Time 12.5 Days (Credit: 10)

242101-000-00-WM-06, Process and procedures to develop project implementation approach, NQF Level 5, Learning Contract Time 18.75 Days (Credit: 15)

242101-000-00-WM-07, Procedures to interpret the influences of key components in the value chain on business efficiency, NQF Level 5, Learning Contract Time 13.75 Days (Credit: 11)

Total number of credits for Work Experience Modules: 96

2.2 Entry Requirements

- NQF Level 4 with Numeracy and Communications

3. Assessment Quality Partner Information

Name of body: Services Education and Training Authority

Address of body: 15 Sherborne Road, Parktown, Johannesburg

Contact person name: Ms Nozipho Zondo

Contact person work telephone number: +27 11 276-9600

4. Part Qualification Curriculum Structure

This qualification has no part qualifications.

5. Articulation Possibilities:

Horizontal

This qualification articulates horizontally with

- ID 63769: National Certificate: Business Analysis Support Practice, NQF Level 5
- ID 49419: National Diploma: Business Consulting Practice, NQF Level 5
- ID 58341: National Diploma: Business Management, NQF Level 5
- ID 59201: National Certificate: Generic Management, NQF Level 5
- ID 48874 National Certificate: Business Consulting Practice (Enterprise Resource Planning), NQF Level 5

Vertical

This qualification articulates vertically with

- ID 48967: National Certificate: Business Advising Operations, NQF Level 6.
- ID 63909: National Certificate: Business Analysis, NQF Level 6
- ID 84026: Advanced Certificate in Business Administration, NQF Level 6

6. International Comparability

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

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Small business consulting 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 qualification was compared with equivalent Qualifications/courses from New Zealand and the United Kingdom. The countries were selected because they may contain indications of best practice that could be used for comparison in the development of the Small Business Consultant qualification to be submitted for registration to the QCTO.

New Zealand

The Eastern Institute of Technology is a New Zealand Government Tertiary Institution who has been accredited by the New Zealand Qualifications Authority (NQZA). All degree and diploma qualifications

taught at EIT are registered with NZQA. It offers a New Zealand Diploma in Business is at an NQF Level 5 and the credit value is 120 credits. This programme provides a firm understanding of the business environment along with the most valuable attributes that are required in modern business era. It differs from the Small Business Consultant occupational qualification in that it focuses on two major streams; namely; accounting and leadership and management. The Small Business Consultant needs to be multi-skilled and knowledgeable in a wide variety of aspects of business which is covered in this qualification.

The unit standards cover aspects such as:

- Develop a broad range of generic business skills, principles and practices.
- Develop an organised approach to problem solving.
- Develop well organised communication and interpersonal skills.
- Develop self-direction and independent working practices.
- Develop a recognition of the ethical dimensions inherent in decision making

United Kingdom

The Institute of Consulting (IC) in the United Kingdom offers the Diploma in Business Support is at NQF Level 5 and the credit value is 45 credits. The IC's consultancy qualifications are accredited on the UK Qualifications Credit Framework (RQF) and the European Qualifications Framework, meaning your qualification will be fully recognised throughout the UK and Europe. This qualification gives the learner the skills to understand the importance of communication skills in business support relationships, understand the business support process and how to conduct and develop oneself as a business support advisor. The core units within this qualification is focused on developing effective business support relationships with clients, enabling the client to analyse the business and implement change, developing business support networks, reflective practice and development in business support and monitoring the business support service. It differs from the small business consultant occupational qualification it only has a few core focus areas where the small business consultant qualification has a multi-faceted curriculum which covers a wider range of business aspects.

The unit standards cover aspects such as:

- Introduction to business support
- Development of effective business support relationships with clients
- Develop business support networks
- Reflective practice and development in business support
- Monitoring the business support service
- Conducting a management project
- Conducting a marketing plan
- Operational risk management
- Planning the change process

Conclusion

This qualification is more comprehensive than the New Zealand Diploma in Business as well as the United Kingdom (Institute of Consulting) Diploma in Business Support as it covers more competences which are required by the qualified Small Business Consultant. While all these qualifications are pitched at an NQF Level 5, this qualification is 242 credits while the New Zealand qualification is 120 credits while the UK qualification is 55 credits. The complexity of this qualification is far more than the comparative qualifications as it deals with much more facets of business, providing theory, practical and work place experience thereby providing the context and the inter related relationship of each.

7. Rationale

Small Business Consulting is an essential service in the socio-economic and technological development of the country and requires unique skills to create an enabling environment for growth and sustainable businesses. Various professional bodies such as IBASA (Institute of Business Advisors South Africa) and SEDA (Small Enterprise Development Agency) have been consulted in respect to this qualification and have emphasised the need for this assistance in the industry where it will be providing an efficient and effective support service to businesses and therefore have an important role in job creation and drivers of growth thereby adding to the economic development and ensuring businesses receive the necessary support early on.

The Occupational Certificate: Small Business Consultant, at NQF Level 5 recognises the competence, knowledge and skills required to advise in management and development of business ventures. The development of competence in this field can lead to better service delivery, sustainability and the promotion of job creation and security. The qualification 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. It 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 target market for this qualification includes school leavers and will allow those in formal education, those already employed in organisations in the Small business consulting industry, and those in public and private Small Business consulting practice, access to a Qualification that can be used as a benchmark to gauge their competence against local and international standards.

Learners will find employment within the private sector, public sector, NGO's, NPO's, SMME, Sole Proprietors and may have an opportunity for self-employment. These roles may vary from business analyst, business consultant, business advisor, business advisory specialist, business advising consultant, small business consultant, small business advisor, engagement consultant, or may be more specialist roles such as strategy consultants, human resources consultants, operations consultants, financial advisory consultants or risk and compliance consultants.

Business will obtain an objective consulting service where these consultants are able to recognise and identify problem areas, discover inefficiencies and redundancies, and provide legitimate solutions that can assist the business to get back on track. By these businesses providing a new or better service well, they help themselves and the community in which they operate to create jobs and make the community sustainable and resilient. This in turn stimulates economic growth, create jobs and addresses high levels of unemployment.

SECTION 2: OCCUPATIONAL PROFILE

1. Occupational Purpose

The Small Business Consultant consults and guides in business development.

2. Occupational Tasks

- Evaluate personal capability for performing business consulting services (NQF Level 5)
- Carry out due diligence and check compliance with relevant legislation (NQF Level 6)
- Monitor methods of appraisal of business owner, business performance and activities (NQF Level 5)
- Provide strategic and operational consulting service (NQF Level 6)
- Develop and implement a change management framework (NQF Level 5)
- Develop project implementation approach (NQF Level 6)
- Interpret the influences of key components in the value chain on business efficiency (NQF Level 5)

3. Occupational Task Details

3.1. Evaluate personal capabilities for performing business consulting services (NQF Level 5)

Unique Product or Service:

Personal capabilities evaluated.

Occupational Responsibilities:

- Develop own ability to provide business consulting service.
- Develop individual entrepreneurial and ethical characteristics.

Occupational Contexts:

- Best practices, policies and code of conduct.
- Ethical and professional principles and concepts
- Types of business consulting tools
- Relevant legislation and standards.

3.2 Carry out due diligence and check compliance with relevant legislation (NQF Level 6)

Unique Product or Service:

Compliant and viable business.

Occupational Responsibilities:

- Prepare a plan for due diligence inspection.
- Conduct the inspection.
- Record compliance status.

Occupational Contexts:

- Best practices, policies and code of conduct.
- Scope of work.
- Relevant legislation and standards.
- >Range includes but is not limited to: Basic Conditions of Employment Act (BCEA), Employment Equity Act (EEA), Skills Development Act (SDA, Skills Development Levy Act (SDLA), Occupational Health and Safety Act (OHSA), Companies Act, Competitions Act, POPI Act, Consumer Protection Act (CPA), Financial Intelligence Centre Act (FICA), Compensation for Occupation and Injury Act (COIDA), Small Business Development Act (SBDA), Broad Based Black Economic Act (BBBEA), Income Tax Act, Financial Reporting Standards.

3.3 Monitor methods of appraisal of business owner, business performance and activities (NQF Level 5)

Unique Product or Service:

Business performance and owner appraised.

Occupational Responsibilities:

- Analyse the owner's track record.
- Assess business performance and activities.
- Gather information on codes relating to corporate governance and ethics in the business sector.

Occupational Contexts:

- Methods for analysing and monitoring.
- Information gathering techniques.
- Standard Operating Procedures.
- Entrepreneurial and ethical conduct.

3.4 Provide a strategic and operational consulting service (NQF Level 6)

Unique Product or Service:

Strategic and operational plans.

Occupational Responsibilities:

- Negotiate terms for business consulting service.
- Identify success factors of the business and the role each plays in the success.
- Use the financial analysis in a business to enhance the strategic and operational objectives.

- Research how market segmentation, positioning and the competitive environment impact the business, business opportunities and rehabilitation strategies.
- Develop and implement risk profiling against strategic objectives.

Occupational Contexts:

- Business consulting tools.
- Policies and procedures.
- Best practices.
- Standard operating procedures.
- Relevant legislation and standards.
- Policies & procedures relating to relevant legislation

3.5 Develop and implement a change management framework (NQF Level 5)

Unique Product or Service:

Smooth change management process.

Occupational Responsibilities:

- Identify the reasons for the change
- Define the type and scope of the change
- Describe stakeholder support and approach to the change
- Identify the change management team
- Draw up a plan
- Create a communication plan
- Consult and implement counselling skills to help promote positive change.

Occupational Contexts:

- Change management methods.
- Policies and procedures.
- Standard operating procedures.
- Principles of research.
- Ethical practices

3.6 Develop project implementation approach (NQF Level 5)

Unique Product or Service:

Successful project management plan created and communicated.

Occupational Responsibilities:

- Develop project implementation plan in consultation with relevant stakeholders.
- Discuss and agree upon project team rules and responsibilities.
- Establish physical and virtual (satellite) environments.

- Design a business consulting process flow
- Monitor and evaluate project against deliverables.
- Report against project deliverables.

Occupational Contexts:

- Quality Management Systems.
- Best practices.
- Standard Operating Procedures.
- Key factors of project management processes.

3.7 Interpret the influences of key components in the value chain on business efficiency (NQF Level 5)

Unique Product or Service:

Efficient value chain management system.

Occupational Responsibilities:

- Evaluate key influences in value chain.
- Analyse and implement operational relationships within the value chain.
- Apply improvements to the value chain.

Occupational Contexts:

- Best practices.
- Standard operating procedures.
- BBBEE.
- PPPFA – Preferential Procurement Policy Framework Act.
- Value chain policies.

SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS

SECTION 3A: KNOWLEDGE MODULE SPECIFICATIONS

COMPONENT	ID	MODULE TITLE	NQF LEVEL	CREDITS
Knowledge	242101-000-00-KM-01	Regulatory and legislative framework	5	5
Knowledge	242101-000-00-KM-02	Compliance audit	5	5
Knowledge	242101-000-00-KM-03	Fundamentals of entrepreneurial profiles	4	4
Knowledge	242101-000-00-KM-04	Business consulting development	5	5
Knowledge	242101-000-00-KM-05	Strategic and operational plans	4	5
Knowledge	242101-000-00-KM-06	Professional business success factors	5	5
Knowledge	242101-000-00-KM-07	Principles of marketing	5	3
Knowledge	242101-000-00-KM-08	Business finance	5	5
Knowledge	242101-000-00-KM-09	Principles of costing and pricing to a business venture	4	5
Knowledge	242101-000-00-KM-10	Risk profiling	5	5
Knowledge	242101-000-00-KM-11	Principles of tendering	5	4
Knowledge	242101-000-00-KM12	Business appraisal	5	5
Knowledge	242101-000-00-KM-13	Business requirements and business rescue strategies	5	5
Knowledge	242101-000-00-KM-14	Effective communication	5	5
Knowledge	242101-000-00-KM-15	Principles of ethics in business	6	3
Knowledge	242101-000-00-KM-16	Strategies for behaviour change and coaching	5	3
Knowledge	242101-000-00-KM-17	Principles of change management	5	5

Knowledge	242101-000-00-KM-18	Introductory studies for project managers	5	5
Knowledge	242101-000-00-KM-19	Application of contract documentation	5	4
Knowledge	242101-000-00-KM-20	Evaluation of influences in value chain	5	5

**1. 242101-000-00-KM-01: Regulatory and legislative framework, NQF Level 5, Credits: 5
(Learning contract time 3 Days)**

1.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts of the legal and regulatory framework within which the small business consultant operates.

The learning will enable learners to demonstrate an understanding of:

KM-01-KT01: Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA) (10%)

KM-01-KT02: National Minimum Wage Act, 9 of 2018 (5%)

KM-01-KT03: Employment Equity Act (EEA) (5%)

KM-01-KT04: Labour Relations Act, 66 of 1995 (5%)

KM-01-KT05: Skills Development Act, 97 of 1998 (SDA) (5%)

KM-01-KT06: Skills Development Levy Act, 9 of 1999 (SDLA) (5%)

KM-01-KT07: National Qualification Framework Act, 67 of 2008 (3%)

KM-01-KT08: National Small Business Development Act, 102 of 1996 and National Small Business Amendment Act 28 of 2004 (SBDA) (10%)

KM-01-KT09: Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA) (5%)

KM-01-KT10: Income Tax Act, 58 of 1962 (5%)

KM-01-KT11: Unemployment Insurance Fund Act, 63 of 2001 (UIF) (5%)

KM-01-KT12: Value Added Tax Act, 89 of 1991 (VAT) (5%)

KM-01-KT13: Financial Reporting Standards (5%)

KM-01-KT14: Companies Act, 71 of 2008 (5%)

KM-01-KT15: Competitions Act, 89 of 1998 (5%)

KM-01-KT16: Financial Intelligence Centre Act, 38 of 2001 (FICA) (3%)

KM-01-KT17: The Protection of Personal Information Act, 2013 (POPI) (4%)

KM-01-KT18: Consumer Protection Act, 68 of 2008 (CPA) (4%)

KM-01-KT19: Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA) (3%)

KM-01-KT20: Occupational Health and Safety Act, 85 of 1993 (OHSA) (3%)

1.2 Guidelines for Topics

1.2.1 KM-01-KT01: Basic Conditions of Employment Act, 1997 (Act no. 75 of 1997) (10%)

Topic elements to be covered include:

KT0101 Purpose of the Basic Conditions of Employment Act, 1997, (Act No. 75 of 1997)

KT0102 The concept of an employee

KT0103 Regulations for working hours and breaks

KT0104 Payment of overtime

KT0105 Leave entitlement under the Act

- KT0106 Conditions of termination
- KT0107 Disclosure of employee information

Internal Assessment Criteria

1. Define the aim and application of the Basic Conditions of Employment Act.
2. Explain the concept of an employee and how the status of an employee is determined.
3. Discuss the rules for working hours of the Act and how they are applied in a specific organisation.
4. Explain the guidelines for breaks during working hours.
5. Define the policy for the payment of overtime in an organisation and identify employees who qualify.
6. Identify when an employee would be required to work during a meal interval.
7. Clarify the leave entitlement under the Act.
8. Discuss the conditions of termination of employment.
9. Explain the rights of an employee under business rescue and/or liquidation.
10. Describe the consequences should a business owner divulge employee information to prospective employers.
11. Identify the kind of information required on a certificate of service.

(Weight: 10%)

1.2.2 KM-01-KT02: National Minimum Wage Act, 9 of 2018 (5%)

Topic elements to be covered include:

- KT0201 Objective of the Act
- KT0202 National Minimum Wage
- KT0203 Establishment of the National Minimum Wage Commission
- KT0204 Exemptions and Regulations

Internal Assessment Criteria

1. Discuss the purpose of the Act
2. Describe the national minimum wage and the annual review
3. Explain the role of the National Minimum Wage Commission
4. Discuss the exemptions and regulations

(Weight: 5%)

1.2.3 KM-01-KT03: Employment Equity Act, 55 of 1998 (5%)

Topic elements to be covered include:

- KT0301 Purpose of the Employment Equity Act, 55 of 1998 as it applies to a business
- KT0302 Implementation of employment equity
- KT0303 Employment Equity Committees
- KT0304 Employment policies and practices
- KT0305 Barriers within an organisation

Internal Assessment Criteria

1. Explain the requirements placed on employers by the Act in terms of the employment equity plan.
2. Describe the process of submission of returns.
3. Discuss the process to implement employment equity.
4. Explain the role of employment equity committees and who should be represented.
5. Analyse the employment policy and practices and how the business complies with the Act and the specific employment equity plan.
6. Explain how the Act aids in addressing wage discrimination.
7. Explain the business owner's responsibility in the enforcement of Employment Equity.
8. Discuss the barriers that adversely affect disadvantaged people.

(Weight: 5%)

1.2.4 KM-01-KT04: Labour Relations Act, 66 of 1995 (5%)

Topic elements to be covered include:

KT0401 Aspects of the Labour Relations Act, 66 of 1995

KT0402 Concepts of unfair labour practice

KT0403 The role of the Commission for Conciliation, Mediation and Arbitration (CCMA), Bargaining Council and the Labour Court

KT0404 Fundamentals of Disciplinary Action

KT0405 The Labour Relations Act, 66 of 1995 and interviews

Internal Assessment Criteria

1. Explain the concept of freedom of association.
2. Discuss the business rights protected by the Act in respect to Trade Unions, Bargaining Councils active in a specific sector.
3. Describe the concept of unfair labour practice with examples.
4. Explain how the internal policies and procedures could be used to resolve a dispute or grievance.
5. Discuss the importance of handling internal conflict and grievances to prevent unfair labour practice.
6. Explain the consequences of unfair labour practice.
7. Describe the role of workplace forums and who should be represented.
8. Explain the function of the Commission for Conciliation, Mediation and Arbitration (CCMA) and Bargaining Councils and their role in dispute resolution.
9. Discuss the purpose of the Labour Court.
10. Discuss the concept of automatically unfair dismissal with examples.
11. Identify and discuss the steps to be taken to ensure that dismissals are substantively and procedurally fair with reference to the LRA, Code of Good Practice and Human Resources policies.
12. Discuss evidence and documentation that could support a recommendation for dismissal.

13. Identify the step to be followed to ensure procedural fairness in cases of misconduct in terms of the LRA and disciplinary procedure.
14. Describe the procedure to be following in a disciplinary enquiry with reference to the LRA and procedure of the organization.
15. Identify documents required for interviews to ensure aligned to LRA.
16. Discuss questions to be asked in an interview relating to work specific criteria.
17. Explain the concept of discrimination.
18. Define unfair labour practices as defined by the LRA and why it is considered to be unfair.
19. Discuss questions that are unacceptable in any interview with a prospective employee.

(Weight: 5%)

1.2.5 KM-01-KT05: Skills Development Act, 97 of 1998 (5%)

Topic elements to be covered include:

- KT0501 Purpose of the Skills Development Act, 97 of 1998
- KT0502 Legislated Training Reports
- KT0503 Learnerships and Skills Programmes
- KT0504 The role of Sector for Education and Training Authority

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Describe the requirements of registration by the employer.
3. Describe the requirements placed on employers by the Act in respect to submission of the workplace skills plan and annual training report.
4. Explain the process to be followed in contributing to the workplace skills plan.
5. Discuss the differences between mandatory and discretionary grants and employer qualifying criteria.
6. Describe the concept of learnerships, apprenticeships and skills programmers/part qualifications and recognition of prior learning how it could be promoted by the employer.
7. Explain the concept of lifelong learning and how it can be facilitated.
8. Clarify the role of training committees within the skills development context.
9. Identify and discuss Sector Education and Training Authority (SETA) in respect to the Act.
10. Discuss the role of skills development providers in respect to the Act.

(Weight: 5%)

1.2.6 KM-01-KT06: Skills Development Levy Act, 9 of 1999 (5%)

Topic elements to be covered include:

- KT0601 Administration and imposition of the Act
- KT0602 Recovery by Sector Education Training Authorities (SETA)

Internal Assessment Criteria

1. Describe purpose of the Act.

2. Describe the process for registration for levy and non/levy paying employers.
3. Explain the requirements placed on employers by the Act in terms of the workplace skills plan and the annual training report.
4. Identify the requirements for employers to claim back levies.
5. Discuss the levies/grant system by a specific Sector Education and Training Authority.
6. Explain the calculation that a business would be entitled to, based on the submitted reports and rules of the relevant Sector Education and Training Authority.

(Weight: 5%)

12.7 KM-01KT07: National Qualifications Framework Act, 67 of 2008 (3%)

Topic elements to be covered include:

- KT0701 Objective of the Act
- KT0702 Functions of South African Qualifications Authority (SAQA)
- KT0703 The role of the Quality Councils

Internal Assessment Criteria

1. Define the objective of the Act.
2. Describe the functions of SAQA.
3. Explain the role of the Quality Councils.

(Weight: 3%)

1.2.8 KM-01-KT08: National Small Business Act, 102 of 1996 and National Small Business Amendment Act, 29 of 2004 (10%)

Topic elements to be covered include:

- KT0801 National Department of Small Business Development (DSBD)
- KT0802 Types of small businesses
- KT0803 Various implementation agencies
- KT0804 Regulations and guidelines

Internal Assessment Criteria

1. Define the purpose of the Act.
2. Discuss the National Department of Small Business Development.
3. Explain the various types of small businesses.
4. Describe the roles and responsibilities of the various implementation agencies.
5. Define the regulations and guidelines as detailed in the Act.

(Weight: 10%)

1.2.9 KM-01-KT09: Skills Development Act, 97 of 1998 (5%)

Topic elements to be covered include:

- KT0901 Purpose of the Broad Based Black Economic Empowerment Act, 53 of 2003 as amended
- KT0902 Strategy for broad based black economic empowerment
- KT0903 Transformation charters

KT0904 Regulations and guidelines

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Discuss the strategy for broad based economic empowerment.
3. Identify the transformation charters.
4. Discuss non-compliance procedure as per the legislation.

(Weight: 5%)

1.2.10 KM-01-KT10: Skills Development Act, 97 of 1998 (5%)

Topic elements to be covered include:

- KT01001 Purpose of the Income Tax Act, 58 of 1962
- KT01002 Various types of tax
- KT01003 Payment and recovery of tax
- KT01004 Representative taxpayers

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Explain the various types of taxes:
 - a. Income tax
 - b. PAYE
 - c. Small business tax
3. Discuss payment and recovery of taxes.
4. Identify representative taxpayers.

(Weight: 5%)

1.2.11 KM-01-KT11: Unemployment Insurance Fund Act, 63 of 2001 (5%)

Topic elements to be covered include:

- KT01101 Purpose of the Skills Development Act, 97 of 1998
- KT01102 Legislated Training Reports
- KT01103 Learnerships and Skills Programmes
- KT01104 The role of Sector for Education and Training Authority

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Define the regulatory registration required.
3. Explain the compulsory submissions.
4. Discuss the procedure for claims.

(Weight: 5%)

1.2.12 KM-01-KT12: Value Added Tax Act, 89 of 1991 (5%)

Topic elements to be covered include:

- KT01201 Purpose of the Value Added Tax Act, 89 of 1991

- KT01202 Compulsory registrations
- KT01203 Mandatory submissions
- KT01204 Process for dealing with assessment

Internal Assessment Criteria

1. Describe the purpose of the Act.
2. Discuss the compulsory registrations.
3. Explain the mandatory submissions.
4. Define the process for dealing with assessments.

(Weight: 5%)

1.2.13 KM-01-KT13: Financial Reporting Standards (5%)

Topic elements to be covered include:

- KT01301 Purpose of the Financial Report Standards
- KT01302 Commitment to Global Financial Reporting Standards
- KT01303 Application and endorsement of Financial Reporting Standards
- KT01304 Application of Financial Reporting for SME's Standard

Internal Assessment Criteria

1. Discuss the purpose of the Standard.
2. Describe the commitment to Global Financial Reporting Standards.
3. Explain the application and endorsement of Financial Reporting Standards.
4. Discuss the application of Financial Reporting Standards for SME's.

(Weight: 5%)

1.2.14 KM-01-KT14: Companies Act, 71 of 2008 (5%)

Topic elements to be covered include:

- KT01401 Purpose of the Companies Act, 71 of 2008
- KT01402 Enhanced accountability and transparency
- KT01403 Corporate governance framework
- KT01404 Fundamental transactions, take-overs and offers
- KT01405 Remedies and enforcements
- KT01406 Regulatory agencies and administration of the Act
- KT01407 Public offering of Company securities
- KT01408 Non-compliance and penalties

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Describe accountability and transparency.
3. Define an understanding of the corporate governance framework.
4. Explain with examples fundamental transactions, take-overs and offers.
5. Describe remedies and enforcements.
6. Describe the circumstances which indicate the need for business rescue.

7. Identify regulatory agencies.
8. Explain the administration of this Act.
9. Identify public offering of company securities.
10. Discuss non-compliance and the consequences.

(Weight: 5%)

1.2.15 KM-01-KT15: Competitions Act, 89 of 1998 as amended (5%)

Topic elements to be covered include:

- | | |
|---------|---|
| KT01501 | Purpose of the Competitions Act, 89 of 1998 as amended |
| KT01502 | Restrictive practices and prohibition of abuse of dominance |
| KT01503 | Definition, notification and consideration of mergers |
| KT01504 | Competition Commission and Tribunal |
| KT01505 | Initiating a complaint |
| KT01506 | Interim relief |
| KT01507 | Breach of confidence |
| KT01508 | Regulations and guidelines |

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Identify with examples restrictive practices and prohibition of abuse of dominance.
3. Define a merger, the consideration and process when conducting a merger.
4. Discuss the Competition Commission and Tribunal and their functions.
5. Describe the process when initiating a complaint.
6. Explain the following terms:
 - a. Interim relief
 - b. Breach of confidence
7. Describe the regulations and guidelines of this Act.

(Weight: 5%)

1.2.16 KM-01-KT16: Financial Intelligence Centre Act, 38 of 2001 (3%)

Topic elements to be covered include:

- | | |
|---------|---|
| KT01601 | Financial Intelligence Centre |
| KT01602 | Money laundering, terrorist financing and financial sanctions |
| KT01603 | Compliance and enforcement |

Internal Assessment Criteria

1. Discuss the Financial Intelligence Centre
2. Describe money laundering, terrorist finance and financial sanctions
3. Discuss the compliance procedure as per the legislation

(Weight: 3%)

1.2.17 KM-01-KT17: The Protection of Personal Information Act, 2013 (4%)

Topic elements to be covered include:

KT01701	Purpose of the Protection of Personal Information Act, 2013
KT01702	Conditions of lawful processing of personal information
KT01703	Exemptions from condition of lawful processing of personal information
KT01704	Protection of personal information
KT01705	Supervision of the Act
KT01706	Code of good practice
KT01707	Rights of data subjects
KT01708	Handling of transborder information
KT01709	Enforcements and regulations
KT01710	Offences, penalties and fines

Internal Assessment Criteria

1. Discuss the purpose of the Act.
2. Identify with examples conditions for lawful processing of personal information.
3. Discuss exemptions from conditions of lawful processing of personal information.
4. Describe personal information and the protection thereof.
5. Explain how this Act is supervised.
6. Describe the following:
 - a. Code of good practice
 - b. Rights of data subjects
 - c. Handling of transborder information
 - d. Enforcements and regulations
7. Discuss the offences, penalties and fines as per the legislation.

(Weight: 4%)

1.2.18 KM-01-KT18: Consumer Protection Act, 68 of 2008 (4%)

Topic elements to be covered include:

KT0501	Purpose of the Consumer Protection Act 68 of 2008
KT0502	Fundamental Consumer rights
KT01803	Protection of Consumers' rights and Consumers' voice
KT01804	Business names and Industry Code of Conduct
KT01805	National Consumer Protection Institutions
KT101806	Enforcement of the Act

Internal Assessment Criteria

1. Discuss the purpose of the Act
2. Explain the rights of the Consumer
3. Explain the protection of the Consumers' rights and their voice
4. Identify National Consumer Protection Institutions

5. Discuss enforcement and non-compliance

(Weight: 4%)

1.2.19 KM-01-KT19: Compensation for Occupational Injuries and Diseases Act, 130 of 1993 as amended (5%)

Topic elements to be covered include:

- KT01901 Administration of the Compensation for Occupational Injuries and Diseases Act, 130 of 1993
- KT01902 Explain COIDA registration or other relevant parties and submission of returns
- KT01903 Compensation for Occupational Injuries
- KT01904 Claims for Compensation
- KT01905 Occupational diseases
- KT01906 Obligations of employers, employees and other stakeholders

Internal Assessment Criteria

1. Discuss the administration of the Act
2. Define the COIDA registration or other parties and the submission of returns
3. Describe compensation for occupational injuries
4. Discuss the identification with examples claims for compensation
5. Describe with examples occupational diseases
6. Explain the employer's, employee's and other stakeholders' obligations

(Weight: 3%)

1.2.20 KM-01-KT20: Occupational Health and Safety Act, 85 of 1993 as amended (3%)

Topic elements to be covered include:

- KT2001 Purpose of the Occupational Health and Safety Act, 85 of 1993
- KT2002 Reported incidents and complaints
- KT2003 Contraventions, notices, other legal step and procedural requirements
- KT2004 Monitoring as set out in the Occupational Health and Safety Act

Internal Assessment Criteria

1. Discuss the purpose of the Act
2. Explain the purpose of the risk assessment and safety file
3. Identify with examples reported incidents and complaints
4. Describe contraventions, notices and other legal steps and procedural requirements
5. Discuss the monitoring procedure as per the legislation

(Weight: 3%)

1.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)

- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

1.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

1.5 Exemptions

None

2. 242101-000-00-KM-02: Compliance audit, NQF Level 5, Credits: 5 (Learning contract time 3 Days)

2.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the legislative requirements, legal documents and codes of good practice to ensure sustainable business development. The focus will be on the analysing the compliance to legislation.

The learning will enable learners to demonstrate an understanding of:

KM-02-KT01: Relevant legislation to business (30%)

KM-02-KT02: Interpretation of relevant legislation to business (30%)

KM-02-KT03: Analysis of compliance to legislation (20%)

KM-02-KT04: Addressing non-compliance (20%)

2.2 Guidelines for Topics

2.2.1 KM-02-KT01: Relevant legislation to business (30%)

Topic elements to be covered include:

KT0101 Principles and practice of labour inspection

KT0101 Types of laws, municipal bylaws, standards and practices

KT0102 Categorisation of information

Internal Assessment Criteria

1. Identify the relevant legislation, standards and practices applicable to the business.
2. Categorise the information identified.
3. Explain the process for recording the information.

(Weight: 30%)

2.2.2 KM-02-KT02: Interpretation of relevant legislation to business (15%)

Topic elements to be covered include:

KT0201 Legal obligations

KT0202 Consultation with stakeholders

KT0203 Consequences of non-compliance

Internal Assessment Criteria

1. Discuss how the inspectorate could keep abreast of new technology.
2. Identify the legal obligations and requirements for the specific business.
3. Explain the process of consultation with stakeholders on legal obligations.
4. Define the implications of compliance and non-compliance with examples.

(Weight: 30%)

2.2.3 KM-02-KT03: Analysis of compliance to legislation (20%)

Topic elements to be covered include:

- KT0301 Compliance procedures
- KT0302 Types of legal documentation
- KT0303 Reporting and control methods
- KT0304 Engagement with stakeholders

Internal Assessment Criteria

1. Determine the degree of compliance in respect to standards and codes
2. Identify the extent to which the business complies with relevant legislation and other requirements
3. Discuss the legal documentation and compliance with all legal and other requirements
4. Explain the terminology for documents, standards and codes of practice as required by legislation
5. Describe the reporting and control systems as they align to relevant legislation
6. Explain the recording of compliance and non-compliance and communication methods to stakeholders

(Weight: 20%)

2.2.4 KM-02-KT04: Addressing non-compliance (20%)

Topic elements to be covered include:

- KT0401 Client profiling
- KT0402 Scope of non-compliance
- KT0402 Corrective action for non-compliance
- KT0403 Management engagement

Internal Assessment Criteria

1. Identify areas of non-compliance
2. Discuss recommendations for non-compliance
3. Define method for recording corrective action
4. Describe reporting on compliance/non-compliance with recommendations and communication with management

(Weight: 20%)

2.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15

- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

2.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

2.5 Exemptions

None

3. 242101-000-00-KM-03: Fundamentals of entrepreneurial profiles, NQF Level 4, Credits: 4, (Learning contract time 22 Days)

3.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the characteristics of a successful entrepreneur and methods to enhance an entrepreneurial profile.

The learning will enable learners to demonstrate an understanding of:

- KM-03-KT01: Fundamentals of entrepreneurs (30%)
- KM-03-KT02: Characteristics of a successful entrepreneur (20%)
- KM-03-KT03: Characteristics of individual entrepreneurs (20%)
- KM-03-KT04: Methods to develop an entrepreneurial profile (30%)

3.2 Guidelines for Topics

3.2.1 KM-03-KT01: Fundamentals of entrepreneurs (30%)

Topic elements to be covered include:

- KT0101 Entrepreneurs in terms of business and employment opportunities
- KT0102 Entrepreneurial opportunities within specific economic environments
- KT0103 Advantages and disadvantages of entrepreneurship
- KT0104 Reasons for business failure
- KT0105 Entrepreneurship in social development

Internal Assessment Criteria

1. Discuss entrepreneurship in respect to business and employment opportunities.
2. Describe the types of entrepreneurial profiles.
3. Identify and describe entrepreneurial opportunities within a specific economic area.
4. Explain the advantages and disadvantages of entrepreneurship.
5. Identify and discuss reasons for business failure.
6. Explain the role of the entrepreneur in social development.

(Weight: 30%)

3.2.2 KM-03-KT02: Characteristics of a successful entrepreneur (20%)

Topic elements to be covered include:

- KT0201 Qualities of a successful entrepreneur
- KT0202 Skills, aptitudes, personality and values of entrepreneurial behaviour
- KT0203 Analysis of characteristics in the context of a specific new venture
- KT0204 Strategies required for a successful venture

Internal Assessment Criteria

1. Identify with examples the characteristics of a successful entrepreneur.
2. Differentiate skills, aptitude, personality and values of entrepreneurial behavior with examples.
3. Discuss the importance of each characteristic analysed in the context of a specific new venture.
4. Explain the technical, business, managerial and personal strategies required for establishing a successful venture.

(Weight: 20%)

3.2.3 KM-03-KT03: Characteristics of individual entrepreneur (20%)

Topic elements to be covered include:

- KT0301 Knowledge of self
- KT0302 Identification of successful entrepreneurial qualities
- KT0303 Determination of strengths and weaknesses
- KT0304 Strategies to address shortcomings
- KT0305 Classification of new entrepreneurial programmes
- KT0306 Goal setting for self

Internal Assessment Criteria

1. Establish knowledge of self in respect to personality, interests and aptitude.
2. Identify characteristics of successful entrepreneur in individual's own context.
3. Determine own strengths and weaknesses with examples.
4. Develop strategies to address shortcomings.
5. Identify enabling programmes for new entrepreneurs.
6. List benefits and limitations of enabling programmes for new entrepreneurs.
7. Describe short term goals for self in entrepreneurial context.
8. Describe medium- and long-term goals in the context of the entrepreneur's sustainability.

(Weight: 20%)

3.2.4 KM-03-KT04: Methods to develop an entrepreneurial profile (30%)

Topic elements to be covered include:

- KT0401 Methods of mindset shift
- KT0402 Principles of paradigm shift
- KT0403 Alignment of personal strategies to business venture

Internal Assessment Criteria

1. Explain methods of mindset shift within the context of career change
2. Discuss techniques and principles to implement the paradigm shift from being an employee to an entrepreneur
3. Develop a personal strategy in alignment with a feasible and viable business venture

(Weight: 30%)

3.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

3.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

3.5 Exemptions

None

4. 242101-000-00-KM-04: Business consulting development, NQF Level 5, Credits: 5 (Learning contract time 3 Days)

4.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the development of their own abilities to offer professional, technical and managerial advice throughout the lifecycle of a business.

The learning will enable learners to demonstrate an understanding of:

KM-04-KT01: Methods of self-appraisal to improve client service-delivery (35%)

KM-04-KT02: Concepts of maintenance of capabilities (35%)

KM-04-KT03: Fundamentals of change in business consulting practices (30%)

4.2 Guidelines for Topics

4.2.1 KM-04-KT01: Methods of self-appraisal to improve client service-delivery (35%)

Topic elements to be covered include:

- KT0101 Professional and ethical framework
- KT0102 Range of business consulting services
- KT0103 Monitor and review consulting practices
- KT0104 Personal reviews and self-evaluation

Internal Assessment Criteria

1. Identify the professional and ethical framework appropriate to the business consulting practice
2. Discuss client confidentiality
3. Describe the range of business consulting services available to businesses
4. Discuss the regular review of consulting practices and its importance to excellence
5. Explain the importance of one's evaluation of own performance to business continuity
6. Identify personal performance improvement areas

(Weight: 35%)

4.2.3 KM-04-KT03: Concepts of maintenance and capabilities in area of competence (35%)

Topic elements to be covered include:

- KT0301 Mechanisms for recognising and maintaining competence
- KT0302 Process for changes affecting practices and knowledge
- KT0303 The importance of information sharing
- KT0304 Input and accreditation mechanisms

Internal Assessment Criteria

1. Describe mechanisms for recognising and maintaining specialist competence and knowledge.

2. Identify the changes that affect practice and knowledge within own specialisation, effect on business environment and the communication of such changes.
3. Describe the sharing of information with peer specialists.
4. Discuss input and accreditation mechanisms accessed to improve and accredit continuing personal competence.

(Weight: 35%)

4.2.4 KM-04-KT04: Fundamentals of business consulting practices (30%)

Topic elements to be covered include:

- | | |
|--------|--|
| KT0401 | Elements of a business consulting action plan |
| KT0402 | Technological adaptability |
| KT0403 | Methods of problem solving |
| KT0404 | Adaptability to changing environment |
| KT0405 | The importance of knowledge and experience sharing |
| KT0406 | Dynamics of technical and environmental change |

Internal Assessment Criteria

1. Identify key elements to develop a business consulting action plan
2. Define the adaptation of consulting practices to meet technological changes
3. Discuss the methods of problem-solving to technological adaptability
4. Explain adaptability to respond to every changing environment of business operation
5. Discuss the importance of creating opportunities to share knowledge and experience with others
6. Explain the evaluation of technical and environmental changes to determine the impact on the business and personal action

(Weight: 30%)

4.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

4.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

4.5 Exemptions

None

**5. 242101-000-00-KM-05: Strategic and operational plans, NQF Level 4, Credits: 5 Council
(Learning contract time 3 Days)**

5.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the various types of business and registration, the need for market research, stakeholder analysis, the financial aspects of a business and compilation of a business plan.

The learning will enable learners to demonstrate an understanding of:

KM-05-KT01: Fundamentals of various types of business and registrations (20%)

KM-05-KT02: Elements of market research (20%)

KM-05-KT03: Concepts of financial aspects of a new business (30%)

KM-05-KT04: Fundamentals of compiling a business plan (30%)

5.2 Guidelines for Topics

5.2.1 KM-05-KT01: Fundamentals of various types of business and registrations (20%)

Topic elements to be covered include:

- KT0101 Types of business in South Africa
- KT0102 Legal requirements for various business entities
- KT0103 Tax implications for operating a range of entities
- KT0104 Principles of VAT
- KT0105 Registration with South African Revenue Services (SARS)
- KT0106 The purpose of skills development levy
- KT0107 UIF responsibilities
- KT0108 The purpose of COIDA
- KT0109 Industry specific registrations and contact information

Internal Assessment Criteria

1. Identify various types of business that are legal in South Africa.
2. Indicate the advantages and disadvantages of various businesses.
3. Explain the legal requirements for each business and the costs of registrations.
4. Discuss the tax implications of operating each kind of business and compare providing the best type of business in specific circumstances.
5. Describe the principles of VAT and the net output/input is calculated with examples.
6. Discuss the registration with SARS and identify the consequences of non-compliance.
7. Identify the current rates of taxes paid with examples.
8. Discuss the purpose of the skills development levy and compile a list of SETAs which would be applicable to a range of businesses.
9. Define an employer's responsibility to register and pay UIF and calculate contributions with examples.

10. Identify the purpose and benefits of COIDA and the amounts due with examples.
11. Explain industry specific registrations and research the addresses and contact numbers for local registration for own type of business.

(Weight: 20%)

5.2.2 KM-05-KT02: Elements of market research (20%)

Topic elements to be covered include:

- KT0201 The importance of market research
- KT0202 Fundamentals of stakeholder analysis and relationship management
- KT0203 The profile of the typical target market
- KT0204 The current competition for potential businesses and networking

Internal Assessment Criteria

1. Discuss the importance of market research in planning a new business and provide the dangers of not doing proper research and viability study.
2. Explain the various stakeholders (internal and external) and impact on the business.
3. Discuss the relationship management of the various stakeholders.
4. Identify the typical target market and consumer profile with examples.
5. Describe the research into current competition for potential businesses for various locations and recommendations made as to potential location with examples.
6. Explain the networking opportunities and the maintenance thereof.

(Weight: 20%)

5.2.3 KM-05-KT03: Concepts of financial aspects of a new business (30%)

Topic elements to be covered include:

- KT0301 Sources of finance
- KT0302 Financial, strategy and training needs
- KT0303 Suretyship for a business
- KT0304 Financial implications and alternatives

Internal Assessment Criteria

1. Identify possible sources of finance for businesses and present the advantages and disadvantages of each.
2. Define the possibilities available to businesses for finance, strategy and training needs.
3. Discuss the providing of suretyship for a business and a substantial opinion is expressed as to the risks.
4. Explain the financial implications and alternatives for capital asset requirements in relation to purchasing or leasing premises and vehicles, IT requirements and other business expenses.
5. Explain the financial aspects of starting a business.

(Weight: 30%)

5.2.4 KM-05-KT04: Fundamentals of compiling a business plan (30%)

Topic elements to be covered include:

- KT0401 The purpose of the business plan
- KT0402 Elements of a business plan
- KT0403 Typical income and expenditure
- KT0404 The compilation of a business plan

Internal Assessment Criteria

1. Describe the typical income and expenditure items for various types of businesses with examples.
2. Explain the purpose of the business plan in relation to evidence of viability of the budget.
3. Discuss the basic elements of a business plan for a loan application with examples.
4. Discuss the compilation of a basic business plan and the presentation to a specific business.

(Weight: 30%)

5.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

5.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

5.5 Exemptions

None

**6. 242101-000-00-KM-06: Professional business success factors, NQF Level 5, Credits: 5
(Learning contract time 3 Days)**

6.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding on negotiating boundaries between small business consultants and the client whilst creating professional relationships. There will be focus on evaluating the factors that contribute to the success of a business and who consult to businesses on how to make them more successful.

The learning will enable learners to demonstrate an understanding of:

- KM-06-KT01: Business needs and expectations (10%)
- KM-06-KT02: Identification and delineation of boundaries (5%)
- KM-06-KT03: Management of consulting relationships (10%)
- KM-06-KT04: Contract development (10%)
- KM-06-KT05: Factors of success (20%)
- KM-06-KT06: Performance of the business (25%)
- KM-06-KT07: Concepts of improvements (20%)

6.2 Guidelines for Topics

6.2.1 KM-06-KT01: Business needs and expectations (10%)

Topic elements to be covered include:

- KT0101 Evaluation of business needs
- KT0102 Establish business appraisal service
- KT0103 Comparison of needs
- KT0104 Conclusion of business relationship

Internal Assessment Criteria

1. Identify expectations based on business needs.
2. Discuss the information required from business owner for evaluation.
3. Describe the assessment of business needs versus personal needs.
4. Explain how the personal needs and business needs are agreed upon.
5. Clarify how the business expectations are agreed and compared to the owners' needs.

(Weight: 10%)

6.2.2 KM-06-KT02: Identification and delineation of boundaries (5%)

Topic elements to be covered include:

- KT0201 Scope of service offerings
- KT0202 Process and targets in business consulting
- KT0203 Frequency of review
- KT0204 Communication techniques

KT0205 Business consulting contract

Internal Assessment Criteria

1. Clarify the nature and services offered.
2. Discuss the clients understanding of the process, targets and potential outcomes.
3. Describe the agreed frequency, scope and intervals of review.
4. Explain the communication techniques used and the application of the business standards.
5. Explain how information will be presented and the frequency it will be communicated.
6. Describe how the business contract will be drawn up and concluded.

(Weight: 5%)

6.2.3 KM-06-KT03: Management of consulting relationships (10%)

Topic elements to be covered include:

- KT0301 Evaluation of expertise
- KT0302 Management of agreed boundaries
- KT0303 Problem Solving techniques
- KT0304 Sources of business support
- KT0305 Maintenance of relationship
- KT0306 Communication strategies
- KT0307 Record keeping

Internal Assessment Criteria

1. Explain how the consultant's expertise is evaluated against the business need.
2. Discuss the management of agreed boundaries in the relationship.
3. Identify alternative sources and how it will be aligned to business strategies.
4. Discuss problem solving techniques in various scenarios.
5. Define the maintenance of the relationship as it relates to the consulting service provided.
6. Explain how communication strategies will ensure ownership of action by business owner.
7. Describe the importance of confidential record keeping activities.

(Weight: 10%)

6.2.4 KM-06-KT04: Contract development (10%)

Topic elements to be covered include:

- KT0401 Communication processes for development
- KT0402 Development of skills
- KT0403 Professional advice and support
- KT0404 Procedures for client relationship

Internal Assessment Criteria

1. Discuss the communication process in the development of owner's abilities.
2. Explain the development of analytical skills to improve management performance.

3. Describe the use of professional advice and support.
4. Identify the procedures for further contact with owner and alignment with business standards.

(Weight: 10%)

6.2.5 KM-06-KT05: Factors of success (20%)

Topic elements to be covered include:

- KT0501 Types of success factors
- KT0502 Categories of hindering factors
- KT0503 Definition of SWOT analysis

Internal Assessment Criteria

1. Identify the factors that contribute to the success of the business.
2. Explain the role each success factor plays in the business success.
3. Identify the factors that hinder the performance of the business.
4. Explain the role each hindering factor impedes the business performance.
5. Discuss a SWOT analysis based on a scenario of how strengths and opportunities can be maximised and threats and weaknesses minimised.
6. Describe the reporting process of the SWOT analysis.

(Weight: 20%)

6.2.6 KM-06-KT06: Performance of the business (25%)

Topic elements to be covered include:

- KT0601 Objectives of the business
- KT0602 Evaluation of business performance
- KT0603 Procedure for financial analysis
- KT0604 Performance data reporting

Internal Assessment Criteria

1. Identify the objectives of the business as aligned to its vision, mission and business plan.
2. Discuss the evaluation of the business performance against the objectives.
3. Describe the evaluation of the financial status against financial statements and reports (Range: profit and loss account, balance sheet and cash flow statements)
4. Discuss how the following will be reported to the business:
 - a. Financial status
 - b. Performance data

(Weight: 25%)

6.2.7 KM-06-KT07: Performance of the business (20%)

Topic elements to be covered include:

- KT0701 Potential improvements and effects
- KT0702 Implementation of improvements
- KT0703 Monitoring and evaluation

Internal Assessment Criteria

1. Identify potential improvements and their intended effects on the business.
2. Draw up an action plan with a scenario including sequencing and timelines for implementation.
3. Define ways to monitor implementation.
4. Discuss the process of transcribing the monitoring plan into an aid to assist with early detection of problems and amendments required.

(Weight: 20%)

6.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

6.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

6.5 Exemptions

None

7. 242101-000-00-KM-07: Principles of marketing, NQF Level 5, Credits: 3 (Learning contract time 2 Days)

7.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts of market segmentation positioning and the competitive environment and its impact and the ability to see and resolve customer service problems in business.

The learning will enable learners to demonstrate an understanding of:

- KM-07-KT01: The definition of marketing (10%)
- KM-07-KT02: Processes for market segmentation (20%)
- KM-07-KT03: Strategies for positioning (15%)
- KM-07-KT04: Concepts of the competitive environment (25%)
- KM-07-KT05: Maintenance of customer satisfaction and relationships (30%)

7.2 Guidelines for Topics

7.2.1 KM-07-KT01: Elements The definition of marketing (10%)

Topic elements to be covered include:

- KT0101 Elements of marketing
- KT0102 The marketing function
- KT0103 The principles of marketing
- KT0104 Practical marketing processes

Internal Assessment Criteria

1. Discuss the elements of marketing.
2. Define the marketing function for businesses in context with other business functions.
3. Explain the principles of marketing.
4. Identify practical marketing processes.

(Weight: 10%)

7.2.2 KM-07-KT02: Information Processes for market segmentation (20%)

Topic elements to be covered include:

- KT0201 Types of market segmentation
- KT0202 Implications of market segmentation
- KT0203 The potential for market segmentation
- KT0204 The segmentation basis for the business
- KT0205 Market segmentation profiles
- KT0204 Correct information flow systems identified

Internal Assessment Criteria

1. Identify the purpose and types of market segmentation in business.
2. Explain market segmentation implications in line with business.
3. Discuss the assessment of potential market segmentation in line with the business.
4. Define the segmentation basis for the business including geographic, demographic, psychographic and behavioural end use and operational basis.
5. Explain the market segmentation profiles between two or more profile types.

(Weight: 20%)

7.2.3 KM-07-KT03: Strategies for positioning (15%)

Topic elements to be covered include:

- KT0301 Target market segments
- KT0302 Position variables in business
- KT0303 Product position strategies

Internal Assessment Criteria

1. Identify target market segments for businesses.
2. Explain the position variables in a business for each target market.
3. Discuss the product positioning strategies in line with strategic positioning methodologies and how that is communicated to the market.

(Weight: 15%)

7.2.4 KM-07-KT04: Concepts of the competitive environment (25%)

Topic elements to be covered include:

- KT0401 Competitive environment issues
- KT0402 SWOT analysis of the competitive environment
- KT0403 Organisational tactics for business
- KT0404 Roles and responsibilities of team members

Internal Assessment Criteria

1. Identify and explain the issues surrounding the competitive environment according to historical data.
2. Discuss SWOT analysis for the competitive environment for businesses based on factual data.
3. Explain the organization tactics for businesses to match competitive strengths and aligned to industry trends.
4. Describe roles and responsibilities of team members with the competitive environment in line with business organogram.

(Weight: 25%)

7.2.5 KM-07-KT05: Maintenance of customer satisfaction and relationship (30%)

Topic elements to be covered include:

KT0501	Communication processes
KT0502	Product and service support
KT0503	Feedback opportunities
KT0504	Methods to identify customer satisfaction

Internal Assessment Criteria

1. Describe how methods of communication could be established with customers and implemented according to business requirements.
2. Explain the product and service support provided to identified customer needs and the resources of the business.
3. Define how opportunities could be created for recognition feedback from all stakeholders in relation to maintaining and improving customer satisfaction and relationships.
4. Identify methods that would provide for ongoing customer satisfaction in accordance with established requirements establish.

(Weight: 30%)

7.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

7.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

7.5 Exemptions

None

8. 242101-000-00-KM-08: Business finance, NQF Level 5 Credits: 5, (Learning contract time 3 Days)

8.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of mathematical analysis and concepts of financial analysis and practices.

The learning will enable learners to demonstrate an understanding of:

KM-08-KT01: Fundamentals of financial analysis and statements (25%)

KM-08-KT02: Financial aspects of business (20%)

KM-08-KT03: Concepts of mathematical techniques and analysis (25%)

KM-08-KT04: Identification of growth opportunities (15%)

KM-08-KT05: Concepts of financial forecasting (15%)

8.2 Guidelines for Topics

8.2.1 KM-08-KT01: Fundamentals of financial analysis and statements (25%)

Topic elements to be covered include:

- KT0101 Fundamentals of financial statements
- KT0102 The concepts of financial analysis
- KT0103 Concepts of financial ratios
- KT0104 The uses of financial analysis in a business operation
- KT0106 The application of financial analysis in the budgeting process
- KT0107 The significance of trends and ratios in financial reports
- KT0108 Procedures for corrective action

Internal Assessment Criteria

1. Identify and explain the concepts of financial analysis and their use in business.
2. Discuss the analysis of financial statements Explain the calculation of financial ratios using standard financial methodology.
3. Calculate and interpret financial ratios.
(Range includes but is not limited to: liquidity, return on investment, insolvency, net profit, return on equity)
4. Identify and explain the uses of financial analysis to enhance operations.
5. Discuss the application of financial analysis in the budgeting process.
6. Explain the significance of using trends and ratios to analyse financial reports.
7. Compare current year's financials against previous years or the industry.
8. Define the procedures for corrective action and submission to the relevant parties.

(Weight: 25%)

8.2.2 KM-08-KT02: Financial aspects of business (20%)

Topic elements to be covered include:

KT0201	The importance of financial objectives
KT0202	Financial forecasting and data
KT0203	Elements of accounting systems
KT0204	The impact of the financial plan
KT0205	Concepts of financial activities

Internal Assessment Criteria

1. Discuss the importance of the financial objectives as related to the overall business objectives.
2. Explain financial forecasting based on sound and accurate data.
3. Define accounting systems used to reflect accurate and current outputs of the business.
4. Describe the impact of the financial plan on all parts of the business.
5. Identify the financial activities on financial performance and explain how it is included in the financial plan.

(Weight: 20%)

8.2.3 KM-08-KT03: Concepts of mathematical techniques and analysis (25%)

Topic elements to be covered include:

KT0301	Procedure for selecting methods for collecting, recording and organising financial and economic data
KT0302	Procedure for gathering financial and demographic data
KT0303	Procedure for recording financial and demographic data
KT0304	Principles of economic relationships
KT0305	Calculation of financial and economic data
KT0306	Fundamentals of graphical representations and numerical summaries
KT0307	Concepts of projections based on mathematical analysis

Internal Assessment Criteria

1. Discuss the selection of appropriate methods for collecting, recording and organising financial and economic data.
2. Describe the procedure for gathering financial and demographic data.
3. Explain the procedure for recording financial and demographic data.
4. Explain the principles of economic relationships through graphical representation techniques
5. Calculate the following:
 - a. averages and standard deviations using data collected
 - b. the line of best fit using the data collected
 - c. the time value of money for different transactions
6. Present data collections and calculations in a graphical format.
(Range: Graphical formats could include histograms, pie charts, bar charts, line graphs and stack bar chats)

7. Define the fundamentals of graphical representations and numerical summaries which are consistent with data.
8. Describe the concepts of projections made on the basis of mathematical analysis.

(Weight: 25%)

8.2.4 KM-08-KT04: Identification of growth opportunities (15%)

Topic elements to be covered include:

- KT0401 Comparison of financial analysis for accounting periods
- KT0402 Comparison of financial analysis for different sections
- KT0403 Procedure for recommending how to address weaknesses
- KT0404 Interpretation of past performance

Internal Assessment Criteria

1. Describe the comparison of financial analysis for two accounting periods and results
2. Interpret the profitability of the business to determine which period had better results
3. Define the comparison of financial analysis for two different sections and determine which is more efficient in resource utilization and capital
4. Explain the procedure for recommending how to address weaknesses identified in performance when two sections are compared or one year and another
5. Identify opportunities for growth based on the interpretation of past performance

(Weight: 15%)

8.2.5 KM-08-KT05: Concepts of financial forecasting (15%)

Topic elements to be covered include:

- KT0501 Financial forecasting origins and sources
- KT0502 Financial forecasting preparation
- KT0503 Fundamentals of accounting periods
- KT0504 Financial forecasting analysis

Internal Assessment Criteria

1. Identify the origin and sources of financial forecasting
2. Discuss the factors for preparing financial forecasting as outlined in the company standard operating procedures
3. Discuss the relevant factors to be incorporated in the preparation of financial forecasts
4. Identify the accounting periods
5. Explain the forecasting process
6. Describe financial forecasting analysis to determine viability against company requirements

(Weight: 15%)

8.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Achieved accreditation for both facilitators and courseware from SAMSA

Legal Requirements:

- Accredited with the South African Maritime Safety Authority
- Accredited as per QCTO requirements

8.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

8.5 Exemptions

None

9. 242101-000-00-KM-09: Principles of costing and pricing to a business venture, NQF Level 4
Credits: 5 (Learning contract time 2 Days)

9.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the future profitability by establishing whether the costs involved will generate sufficient profit to justify the launching of the business venture.

The learning will enable learners to demonstrate an understanding of:

KM-09-KT01: Elements of price setting policy for a business venture (30%)

KM-08-KT02: The analysis of internal and external factors (30%)

KM-08-KT03: The relationship between costs, revenue and profits (40%)

9.2 Guidelines for Topics

9.2.1 KM-09-KT01: Elements of price setting policy for a business venture (30%)

Topic elements to be covered include:

KT0101 The flow of the trading cycle

KT0102 The concepts of costing and pricing

KT0103 The differences between fixed costs, variable costs and total costs

Internal Assessment Criteria

1. Explain the flow of the trading cycle for a business venture.
2. Describe the difference between the concepts of pricing and costing in terms of a product or service.
3. Define the following in the context of own venture
 - a. fixed costs
 - b. variable costs
 - c. total costs

(Weight: 30%)

9.2.2 KM-09-KT02: The analysis of internal and external factors (30%)

Topic elements to be covered include:

KT0201 Internal factors impacting pricing decisions

KT0202 External factors impacting pricing decisions

KT0203 The importance of business activity levels

KT0204 The calculation of variations in pricing levels

Internal Assessment Criteria

1. Identify the internal factors that impact pricing levels in relation to profitability of own venture
2. Identify the external factors that impact pricing levels in relation to profitability of own venture
3. Discuss the importance of business activity levels and their limitations

4. Describe the calculation of variations in pricing in terms of the impact on the break-even point
(Weight: 30%)

9.2.3 KM-09-KT03: The relationship between costs, revenue and profits (40%)

Topic elements to be covered include:

- KT0301 Methods for costing
- KT0302 Analysis of profit mark-up
- KT0303 Types of profit
- KT0304 Elements of competitive pricing

Internal Assessment Criteria

1. Explain the available costing methods in terms of own business venture.
(Range: Methods include but are not limited to absorptive costing and variable costing).
2. Discuss the calculation of profit mark-up and analysis in relation to own business.
3. Define the distinction between the types of profit in relation to own business venture.
4. Describe the elements of competitive pricing and compare to effective costing and forecasting of operating a business.

(Weight: 40%)

9.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

9.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

9.5 Exemptions

None

10. 242101-000-00-KM-10: Risk profiling, NQF Level 5, Credits: 5 (Learning contract time 2 Days)

10.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the business processes and potential risks, the identification of various risks and assessing the impact thereof, the development of contingency plans and the testing and revision of contingency plans.

The learning will enable learners to demonstrate an understanding of:

KM-10-KT01: Fundamentals of potential risks (25%)

KM-10-KT02: Concepts of risk assessment (25%)

KM-10-KT03: Elements of contingency plans (25%)

KM-10-KT04: Testing of mitigation plans (25%)

10.2 Guidelines for Topics

10.2.1 KM-10-KT01: Fundamentals of potential risks (25%)

Topic elements to be covered include:

KT0101 Concepts of risks

KT0102 Contributing risk factors

KT0103 The role of policies and procedures

Internal Assessment Criteria

1. Explain the concept of risk.
2. Identify the factors that could contribute to risks of a business.
3. Discuss potential risks and assess the impact thereof in a business.
4. Describe the elements and maintenance of a risk register.
5. List the five basic types of charts.
6. Select appropriate forms of tables, graphs, diagrams and charts to capture information relevant to a variety of workplace functions.

(Weight: 25%)

10.2.2 KM-10-KT02: Concepts of risk assessment (25%)

Topic elements to be covered include:

KT0201 Potential risk factors

KT0202 Root cause analysis

KT0203 Scenarios constituting risk

KT0204 Analysis of impact

KT0205 Risk materialisation

Internal Assessment Criteria

1. Identify and document potential risk factors for critical processes in a business.
2. Analyse the root causes of the identified potential risks.
3. Define and document possible scenarios that could constitute a risk.
4. Describe the possibility of each scenario occurring, evaluate and record each one.
5. Explain the analysis to rate the impact of each scenario of a business.
6. Define and document the priorities resulting from the impact analysis for implementation in the event of the risk materialising.

(Weight: 25%)

10.2.3 KM-10-KT03: Elements of mitigation plans (25%)

Topic elements to be covered include:

- KT0301 Mitigation plans development and communication
KT0302 Mitigation plans distribution

Internal Assessment Criteria

1. Explain the development and documentation of mitigation plans.
2. Describe how the mitigation plans are communicated to relevant stakeholders in line with businesses risk management procedures.
3. Define the distribution of the mitigation plans aligned to business risk management processes.

(Weight: 25%)

10.2.4 KM-10-KT04: Testing of mitigation plans (25%)

Topic elements to be covered include:

- KT0401 Analysis of mitigation plans
KT0402 Mitigation plans recommendations
KT0403 Revision of mitigation plans

Internal Assessment Criteria

1. Describe the testing of mitigation plans as per the business risk management procedures.
2. Define the recommendations and improvements to the mitigation plans in relation to the findings of the testing.
3. Explain how the mitigation plans are revised to incorporate recommendations from the testing in accordance with businesses policies and procedures.

(Weight: 25%)

10.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)

- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

10.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

10.5 Exemptions

None

11. 242101-000-00-KM-11: Principles of tendering, NQF Level 5, Credits: 4 (Learning contract time 2 Days)

11.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts: identifying relevant information and analysis of documents and financials for the successful completion of tender documents and contracts thereby providing opportunities for continuity and sustainability of the business.

The learning will enable learners to demonstrate an understanding of:

KM-11-KT01: Elements of tender resources (30%)

KM-11-KT02: Concepts of analysing documentation (30%)

KM-11-KT03: Fundamentals of costing, revenue and profits (25%)

KM-11-KT04: Dynamics of documentation completion (15%)

11.2 Guidelines for Topics

11.2.1 KM-11-KT01: Elements of tender resources (30%)

Topic elements to be covered include:

KT0101 The use of electronic media sites

KT0102 Media opportunities for tenders

KT0103 The potential of new markets

KT0104 Sources of information for tender opportunities

Internal Assessment Criteria

1. Discuss the investigation of electronic media site for possible tenders.
2. Describe the identification of printed media of new business or calls for tenders for own business context.
3. Explain the new market research for potential tendering opportunities.
4. Describe the identification and investigation of sources of information for tender opportunities for own business context.

(Weight: 30%)

11.2.2 KM-11-KT02: Concepts of analyzing documentation (30%)

Topic elements to be covered include:

KT0201 Types of tenders

KT0202 Tender appropriateness for business context

KT0203 Presentation methods and tender submission procedures

KT0204 Activity levels of the business

KT0205 Factors of human resources capacity

Internal Assessment Criteria

1. Explain the various types of tenders
2. Discuss the identification of appropriate tenders and why they suit the business context
3. Discuss the legal compliance requirements appropriate to tenders
4. Explain the presentation methods and tender submission procedures with examples
5. Describe the business activity levels and the limitations of the business capacity within a specific tender context
6. Discuss the internal and external factors of human resources capacity for the business and their impact on a specific tender

(Weight: 30%)

11.2.3 KM-11-KT03: Fundamentals of costing, revenue and profits for tenders (25%)

Topic elements to be covered include:

- KT0301 Costing methods for tenders
- KT0302 Calculations for tender pricing
- KT0303 Internal factors impacting pricing decisions
- KT0304 External factors impacting pricing decisions
- KT0305 Calculations of variations in pricing decisions
- KT0306 Calculations for break-even, profit and costing
- KT0307 Classification of expenses and revenues
- KT0308 Process for assessment of suppliers and new products
- KT0309 The identification of competing products and services

Internal Assessment Criteria

1. Write a five-minute presentation to sell your business successfully during the tender process.
2. Listen to and summarise a ten-minute presentation.
3. Explain the available methods in relation to tender specifications.
4. Show the calculation for product/service costs and prices applicable to a specific tender with examples.
5. Discuss the internal factors impacting upon pricing decisions in relation to the profitability of the tender.
6. Describe the external factors impacting upon pricing decisions in relation to the profitability of the tender.
7. Define the calculation for the variation in pricing decisions in terms of the impact on the break-even point.
8. Define the following:
 - a. Break-even point
 - b. Profit mark-up
 - c. Costing and pricing methods for tender specification
9. Explain the classification and categorization of expenses and revenues for a specific tender.

10. Discuss the identification and consideration of competing product and services in the tender process.

(Weight: 25%)

11.2.4 KM-11-KT04: Dynamics of tender documentation completion (15%)

Topic elements to be covered include:

- KT0401 Completion of tender documentation
- KT0402 Process for the correctness of costing
- KT0403 Meeting the deadlines submission

Internal Assessment Criteria

1. Describe the completion of tender documentation
2. Define process for the checks and balances for costing input into documents
3. Explain the adherence to submission dates and times for tenders.

(Weight: 15%)

11.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

11.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

11.5 Exemptions

None

12. 242101-000-00-KM-12: Business appraisal, NQF Level 5, Credits: 5 (Learning contract time 2 Days)

12.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts of appraising the business owner's track record, and appraising the owner's understanding of the business and concepts of gathering, analysing and evaluating current operational and relevant statutory requirements.

The learning will enable learners to demonstrate an understanding of:

- KM-12-KT01: Fundamentals of appraising the business owner's track record and personal issues (15%)
- KM-12-KT02: Concepts of assessing the business owner's understanding of the business (10%)
- KM-12-KT03: Fundamentals of personal financial budget and current financial situation (15%)
- KM-12-KT04: Concepts of the evaluation of current marketing situation (15%)
- KM-12-KT05: Fundamentals of the evaluation of current operational situation (15%)
- KM-12-KT06: Dynamics of the evaluation of current legal requirements (15%)
- KM-12-KT07: Fundamentals of compiling a business appraisal and integrating findings (15%)

12.2 Guidelines for Topics

12.2.1 KM-12-KT01: Fundamentals of appraising the business owner's track record and personal issues (15%)

Topic elements to be covered include:

- KT0101 Types of evidence for successes and failures
- KT0102 Procedure for gathering evidence for appraisal
- KT0103 The owner's commitment and realism about the business
- KT0104 The use of practical and applicable assessment instruments
- KT0105 The owner's personal financial behaviour
- KT0106 Conducting the assessment
- KT0107 Process for reporting
- KT0108 Recommendations and findings

Internal Assessment Criteria

1. Describe the types of evidence required of previous successes and failures.
2. Explain how this evidence may be used for the future viability of the business.
3. Identify specific evidence to be appraised against set objectives.
4. Describe the owner's commitment and realism about the business as assessed against set assessment criteria.
5. Explain the assessment of the owner's personal financial behaviour against a set of criteria.
6. Define practical and applicable assessment tools to be used.
7. Discuss the agreed time frames and format for completion.

8. Explain the format and compilation of the findings as per the business and client requirements.
9. Describe how findings and recommendations are substantiated with facts from evidence to evaluate the business.

(Weight: 15%)

12.2.2 KM-12-KT02: Concepts of assessing the business owner's understanding of the business (10%)

Topic elements to be covered include:

- KT0201 Types of evidence for assessing business understanding
- KT0202 Forms of evidence for assessing business understanding of owner
- KT0203 Conducting the assessment of the business owner's understanding
- KT0204 Principles of validation of evidence using appropriate methods and tools
- KT0205 Process for appraisal of evidence against an explicit framework
- KT0206 Procedure for documentation and record-keeping

Internal Assessment Criteria

1. Identify the types of evidence required for the assessment of business understanding.
2. Explain the forms of evidence required to determine business owner's understanding against set objectives.
3. Define the agreed time frames and budgets for assessment.
4. Describe the principles of validation of evidence using the appropriate methods and tools.
5. Explain the process of appraisal of evidence against an explicit framework.
6. Describe the evidence to be recorded and documented in accordance with business objectives.

(Weight: 10%)

12.2.3 KM-12-KT03: Fundamentals of personal budget and current financial situation of business (15%)

Topic elements to be covered include:

- KT0301 Personal monthly income and expenditure
- KT0302 The process of providing supporting documentation
- KT0303 The procedure for drawing up a personal budget
- KT0304 The method for evaluating the current business situation against external measures and criteria
- KT0305 Types of financial information and their sources and location
- KT0306 The calculation and appraisal of the current financial situation
- KT0307 The financial viability of the business

Internal Assessment Criteria

1. Describe how to gather data for personal monthly income and expenditure from the owner.
2. Define the supporting documentary evidence required.
3. Explain how a realistic personal budget is produced in the required format and agreed time frames.

4. Describe the verification and assessment of the outcome of the personal budget against required standards.
5. Explain the evaluation of the current situation against external measures and criteria.
6. Identify the types of financial information required for analysis as aligned to standard practice.
7. Define the sources and location of financial data and evaluation of authenticity.
8. Discuss the calculation of current financial situation using suitable analysis instruments.
9. Describe the assessment of the alignment of the personal versus business financial standing based on the analysis.
10. Explain the appraisal of the current financial situation using calculations and conclusions drawn and recorded in the required format.
11. Determine the financial viability of the business and the required format.

(Weight: 15%)

12.2.4 KM-12-KT04: Concepts of the evaluation of current marketing situation (15%)

Topic elements to be covered include:

- | | |
|--------|---|
| KT0401 | Sources and location of marketing information |
| KT0402 | Types of marketing information |
| KT0403 | The process for determining the current marketing situation |
| KT0404 | The procedure for the assessment of marketing viability |
| KT0405 | Concepts of a marketing action plan |

Internal Assessment Criteria

1. Identify the sources and location of marketing data and analysis against business requirements.
2. Explain the types of marketing information required for analysis.
3. Define the evaluation of the various types of marketing information against set criteria.
4. Determine the current market situation using the market mix.
5. Discuss the assessment and conclusions drawn from the current marketing situation and how the marketing viability of the business is recorded.
6. Compile an improvement marketing action plan.

(Weight: 15%)

12.2.5 KM-12-KT05: Fundamentals of the evaluation of current operational situation (15%)

Topic elements to be covered include:

- | | |
|--------|--|
| KT0501 | Sources and location of operational information |
| KT0502 | Types of operational information and documentation |
| KT0503 | The process for analysing the current operational situation |
| KT0504 | The procedure for documenting the conclusions on the current operational situation |
| KT0505 | The evaluation of the operational viability of the business |

Internal Assessment Criteria

1. Identify the sources and location of operational data and analysis against requirements.

2. Explain the types of operational information and documentation required for analysis.
3. Define the analysis of the various types of operational information against set business objectives and controls.
4. Discuss how the conclusions on the current operational situation are documented in the required format.
5. Explain the evaluation of the operational viability against set standards

(Weight: 15%)

12.2.6 KM-12-KT06: Dynamics of the evaluation of current legal requirements (15%)

Topic elements to be covered include:

- KT0801 Sources and location of legal information
- KT0802 Types of legal information and documentation
- KT0803 The process for assessing the current situation against legal requirements
- KT0804 The procedure for documenting the conclusions on the current legal requirements
- KT0805 The analysis of legal requirements

Internal Assessment Criteria

1. Identify the sources and location of legal information and evaluated against requirements.
2. Explain the types of legal information required for analysis according to business requirements.
3. Define the analysis of the current situation to determine if relevant legislation is applied according to standards.
4. Discuss how the conclusions arising from legal requirements are drawn and evaluated against requirements.
5. Explain the analysis of corrective measures and procedures to legal requirements and the required format.

(Weight: 15%)

12.2.7 KM-11-KT07: Fundamentals of compiling a business appraisal and integrating findings (15%)

Topic elements to be covered include:

- KT0701 The appraisal of the business
- KT0702 The findings are analysed and interpreted
- KT0703 Recommendations to the business
- KT0704 The business' potential
- KT0705 Client confidentiality
- KT0706 Procedure for reporting and action plan

Internal Assessment Criteria

1. Determine the format of the appraisal to suit the context of the business.
2. Discuss the findings of track records, personal situations and business understanding are analysed and integration of the investigation and documented in the required format
3. Explain the recommendations made and evaluated against set requirements.

4. Define the evaluation of the business' potential against required objectives.
5. Define the procedure for reporting and action plan drawn up within pre-determined time frames and format (Range: Client will include owner and or management and/or stakeholders)
6. Explain how client confidentiality is maintained.

(Weight: 15%)

12.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

12.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

12.5 Exemptions

None

13. 242101-000-00-KM-13: Business requirements and business rescue strategies, NQF Level 5, Credits: 5 (Learning contract time 2 Days)

13.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the conducting a client's needs analysis to identify actual requirements and apply the concepts and procedures to develop a rehabilitation strategy

The learning will enable learners to demonstrate an understanding of:

KM-13-KT01: Fundamentals of market potential (20%)

KM-13-KT02: Elements of identification of market mix (20%)

KM-13-KT03: Concepts of conducting a customer needs analysis (15%)

KM-13-KT04: Concepts of turnaround and business rescue procedures (25%)

KM-13-KT05: Fundamentals of rehabilitation potential (20%)

13.2 Guidelines for Topics

13.2.1 KM-13-KT01: Fundamentals of market potential (20%)

Topic elements to be covered include:

KT0101 Aspects of systematic market analysis

KT0102 The market potential for a particular product or service

KT0103 The importance of assumptions in the research process

Internal Assessment Criteria

1. Explain systematic market analysis where all aspects are considered and applied in line with research practices.
2. Determine the market potential of a particular product or service based on data research analysis findings.
3. Discuss the importance of assumptions in the research process and application in analysis process.

(Weight: 20%)

13.2.2 KM-13-KT02: Elements of identification of market mix (20%)

Topic elements to be covered include:

KT0201 Product evaluation

KT0202 Brand assessment

Internal Assessment Criteria

1. Discuss the evaluation of the product in terms of price, place, promotion and people.
2. Identify the branding and evaluate against market research results.

(Weight: 20%)

13.2.3 KM-13-KT03: Concepts of conducting a customer needs analysis (15%)

Topic elements to be covered include:

- KT0301 Customer needs analysis
- KT0302 The segmentation of a customer base
- KT0303 Customer priorities
- KT0304 Competitor analysis
- KT0305 The analysis of research results

Internal Assessment Criteria

1. Identify and list the types of products and services in demand.
2. Explain the segmentation of a customer base in area and requirements.
3. Categorize and list customer priorities based on business records.
4. Define competitor analysis and the evaluation of own performance against findings.
5. Discuss the analysis and interpretation of research results against objectives.
6. Explain the SWOT analysis and the application on research results to aid in report writing.

(Weight: 15%)

13.2.4 KM-13-KT04: Concepts of business rescue strategy (25%)

Topic elements to be covered include:

- KT0401 Principles of business rescue
- KT0402 Business rescue objectives
- KT0403 Strengths and weaknesses of turnaround and business rescue strategies
- KT0404 The business rescue structure

Internal Assessment Criteria

1. Describe the principles of business rescue.
2. Define the business rescue strategy objectives for the business.
3. Identify the alignment of strengths and weaknesses to the business rescue strategy.
4. Describe business rescue structure as per business requirements.
5. Explain the management and roles and responsibilities during the implementation of the business rescue strategy.

(Weight: 25%)

13.2.5 KM-13-KT05: Fundamentals of business rescue potential (20%)

Topic elements to be covered include:

- KT0501 Business rescue possibilities
- KT0502 Pre-assessment of business rescue projects
- KT0503 The prioritisation of business rescue projects

Internal Assessment Criteria

1. Identify business rescue possibilities and matched against business priorities.
2. Discuss the pre-assessment of business rescue projects to determine desired outcomes.
3. Describe the prioritization of business rescue projects and the ability to implement within shortest timeframe with the greatest short-term results.

(Weight:20%)

13.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

13.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

13.5 Exemptions

None

14. 242101-000-00-KM-14: Effective communication, NQF Level 5, Credits: 5 (Learning contract time 2 Day)

14.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of recognising and using effective oral and textual conventions and features specific to business oral text including a particular format and/or specified legislative requirements.

The learning will enable learners to demonstrate an understanding of:

KM-14-KT01: Fundamentals of oral and writing skills (25%)

KM-14-KT02: Elements of access, process, re-organise and synthesise information in order to present it (25%)

KM-14-KT03: Concepts of appropriate language conventions, oral and textual features and style (25%)

KM-14-KT04: Fundamentals of drafts and edited texts (25%)

14.2 Guidelines for Topics

14.2.1 KM-14-KT01: Fundamentals of oral and writing skills (25%)

Topic elements to be covered include:

KT0101 Time management skills

KT0102 Transactional functions of texts

KT0103 The narrative voice

KT0104 Various texts produced

Internal Assessment Criteria

1. Explain time management skills in the planning of texts.
2. Identify texts used in the workplace for specific transactional functions and an indication is given of the purpose of the text.
3. Describe the narrative voice as appropriate to the context, purpose and audience.

(Weight: 25%)

14.2.2 KM-14-KT02: Elements of access, process, re-organise and synthesise information in order to present it (25%)

Topic elements to be covered include:

KT0201 Gathering of information

KT0202 Selection and analysis of information

KT0203 Topic sentences

KT0204 Information and explicit ideas

KT0205 Presentation techniques

KT0206 Report writing

Internal Assessment Criteria

1. Define how ideas and information is gathered, organized and explicitly stated in a text.
2. Describe how selection of information in text is appropriate to purpose, target audience and workplace context.
3. Identify the topic sentences, clearly stating the main idea of a paragraph as is relevant to the text as a whole.
4. Explain how the information and explicit ideas from more than once source are consolidated into coherent and cohesive synthesized text.
5. Describe the techniques used in presentation as appropriate and effective.
6. Discuss the fundamentals of report writing and the importance of providing accurate feedback to the client.

(Weight: 25%)

14.2.3 KM-14-KT03: Concepts of appropriate language conventions, oral and textual features and style (25%)

Topic elements to be covered include:

- KT0301 Workplace conventions
- KT0302 Business terminology
- KT0303 Oral and textual features
- KT0304 Active listening skills

Internal Assessment Criteria

1. Evaluate actions of frontline providers against the previously agreed action plans.
2. Implement the action plan within the agreed timeframes, budgets and resource allocations.
3. Implement the action plan to the satisfaction of the customer and the organisation.
4. Complete documentation relating to the action plan, concise and in the required format and location.
5. Discuss communication methods to provide customer with feedback on action plans

(Weight: 25%)

14.2.4 KM-14-KT04: Fundamentals of drafts and edited texts (25%)

Topic elements to be covered include:

- KT0401 Accuracy and factual correctness
- KT0402 Checking of information
- KT0403 Editing of texts
- KT0404 Checking for cohesion
- KT0405 Interpretation of jargon

Internal Assessment Criteria

1. Describe the reflection, editing and checking for accuracy and factual correctness of all information.

2. Define the checking for bias, stereotyping and other possible offensive details of language.
3. Explain the editing of texts for coherence of ideas and relevance to the focus.
4. Describe the checking of drafts for cohesion and redrafting where required.
5. Define the interpretation of workplace jargon and rephrased in plain language or used appropriately in the correct context when the terminology is essential to the understanding of the text.

(Weight: 25%)

14.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

14.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

14.5 Exemptions

None

15. 242101-000-00-KM-15: Principles of ethics in business, NQF Level 6 Credits: 3 (Learning contract time 2 Days)

15.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts a business' code of ethics and its implementation.

The learning will enable learners to demonstrate an understanding of:

KM-15-KT01: Fundamentals of corporate governance codes and ethics (40%)

KM-15-KT02: Principles of a business's ethical code of conduct (35%)

KM-15-KT03: Fundamentals of an improvement and compliance plan (25%)

15.2 Guidelines for Topics

15.2.1 KM-15-KT01: Fundamentals of corporate governance codes and ethics (40%)

Topic elements to be covered include:

KT0101 Ethics and corporate governance

KT0102 Principles of corporate governance

Internal Assessment Criteria

1. Explain and analyse the ethics related requirements in corporate governance applicable to a business with reference to the effect on business values, practices and procedures
2. Discuss the principles of corporate governance

(Weight: 40%)

15.2.2 KM-15-KT02: Principles of a business' ethical code of conduct (35%)

Topic elements to be covered include:

KT0201 Analysis of the code of conduct

KT0202 Principles of the business code of conduct

KT0203 The relationship between reputation and ethics

KT0204 Internationally accepted principles

KT0205 Confidentiality agreements

KT0205 Value systems

KT0206 Compliance of the business case

Internal Assessment Criteria

1. Explain the business code of conduct with regards to the intention of the business in respect to behaviour
2. Describe the gap analysis conducted against the principles of the business' code of conduct to identify strengths and weaknesses.
3. Define the relationship between reputation and ethics with regards to a specific business

4. Comparison of professional bodies code of ethics best practice
5. Explain the various confidentiality agreements and their purpose
6. Describe the effect of the value systems on codes of ethics that are unique in the South African context
7. Clarify the business case for compliance with codes and the ethical code of a business with reference to attracting investors

(Weight: 35%)

15.2.3 KM-15-KT03: Fundamentals of an improvement and compliance plan (25%)

Topic elements to be covered include:

- KT0301 Ethics gap analysis
- KT0402 Findings of the gap analysis
- KT0402 Implementation, monitoring and review

Internal Assessment Criteria

1. Explain the ethics gap analysis conducted
2. Describe the findings of the gap analysis and use to develop a plan to improve commitment to the code of ethics of the business
3. Define the measures to monitor the implementation to ensure alignment to code of ethics

(Weight: 25%)

15.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

15.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

15.5 Exemptions

None

16. 242101-000-00-KM-16: Strategies for behaviour change and coaching, NQF Level 5 Credits: 3 (Learning contract time 2 Days)

16.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with the with knowledge and understanding of the concepts of counselling skills to assist with positive changes.

The learning will enable learners to demonstrate an understanding of:

- KM-16-KT01: Components of stress (20%)
- KM-16-KT02: Management of stress (10%)
- KM-16-KT03: Concepts of psychodynamic factors (10%)
- KM-16-KT04: Fundamentals of coaching (10%)
- KM-16-KT05: Characteristics of a coach (10%)
- KM-16-KT06: Dynamics of the coaching relationship (10%)
- KM-16-KT07: Concepts of communication and counselling (15%)
- KM-16-KT08: Elements of a multidisciplinary team (15%)

16.2 Guidelines for Topics

16.2.1 KM-16-KT01: Components of stress (20%)

Topic elements to be covered include:

- KT0101 Chronic change
- KT0102 Poor time management
- KT0103 Anxiety with regards to performance

Internal Assessment Criteria

1. Describe chronic change and how it contributes to stress.
2. Define poor time management and how it affects stress levels.
3. Explain the correlation between anxiety in performance and stress.

(Weight: 20%)

16.2.2 KM-16-KT02: Management of stress (10%)

Topic elements to be covered include:

- KT0201 The concept of stress
- KT0202 Triggers of stress
- KT0203 The benefits of exercise
- KT0204 Effects of stress

Internal Assessment Criteria

1. Define the concept of stress.
2. Identify the triggers of stress.

3. Discuss the benefits of exercise.
4. Explain the effects of stress.

(Weight: 10%)

16.2.3 KM-16-KT03: Concepts of psychodynamic factors (10%)

Topic elements to be covered include:

- KT0301 The aspects of psychodynamics and the impact on lifestyle
- KT0302 Poor emotional support and stress
- KT0303 Family history and illness
- KT0304 Anxiety management

Internal Assessment Criteria

1. Explain the aspects of psychodynamics and the impact on lifestyle and performance.
2. Discuss poor emotional support and how this contributes to stress.
3. Explain how family history and illness impacts stress.
4. Define anxiety and techniques to manage it.

(Weight: 10%)

16.2.4 KM-16-KT04: Fundamentals of coaching (10%)

Topic elements to be covered include:

- KT0401 Active listening habits
- KT0402 Building rapport
- KT0403 Questioning techniques, summarising and reflecting
- KT0404 Giving constructive feedback

Internal Assessment Criteria

1. Describe active listening and the habits to form.
2. Define how you would build rapport.
3. Discuss questioning, summarising and reflection techniques

(Weight: 10%)

16.2.5 KM-16-KT05: Characteristics of a coach (10%)

Topic elements to be covered include:

- KT0501 The identification of strengths and weaknesses
- KT0502 Skills and personality traits of a coach
- KT0503 Methodologies to improve

Internal Assessment Criteria

1. Identify the strengths and weakness of the individual
2. Describe the skills and personality traits required
3. Define improvement methodologies

(Weight: 10%)

16.2.6 KM-16-KT06: Dynamics of the coaching relationship (10%)

Topic elements to be covered include:

- KT0601 Development of the relationship
- KT0602 Management of the objectives
- KT0603 Roles and responsibilities
- KT0604 Time frames and duration of contract

Internal Assessment Criteria

1. Describe the process to develop the relationship.
2. Define the methods for the management of objectives.
3. Explain the roles and responsibilities.
4. Describe the management of the duration of the contract.

(Weight: 10%)

16.2.7 KM-16-KT07: Concepts of communication and counselling (15%)

Topic elements to be covered include:

- KT0701 Communication with individuals and groups
- KT0702 Active listening skills
- KT0703 Methods of reflecting and acknowledging
- KT0704 Techniques for containing and paraphrasing

Internal Assessment Criteria

1. Describe communication techniques with individuals and groups.
2. Explain the concepts of active listening.
3. Define methods of reflecting and acknowledging.
4. Identify techniques for containing and paraphrasing.

(Weight: 15%)

16.2.8 KM-16-KT08: Elements of a multidisciplinary team (15%)

Topic elements to be covered include:

- KT0801 Composition of a multidisciplinary team
- KT0802 The importance of a multidisciplinary team
- KT0803 Benefits of a multidisciplinary team

Internal Assessment Criteria

1. Discuss the composition of a multidisciplinary team.
2. Explain the importance of a multidisciplinary team.
3. Describe the benefits of a multidisciplinary team.

(Weight: 15%)

16.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

16.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

16.5 Exemptions

None

17. 242101-000-00-KM-17: Principles of change management, NQF Level 5 Credits: 5 (Learning contract time 2 Days)

17.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts of the importance of managing change in attitudes and the attributes of a good change agent.

The learning will enable learners to demonstrate an understanding of:

- KM-17-KT01: Fundamentals of change management (15%)
- KM-17-KT02: Concept of planned change vs reactive change (10%)
- KM-17-KT03: Change management model (15%)
- KM-17-KT04: Elements of change resistance (10%)
- KM-17-KT05: Dynamics of change management risks (15%)
- KM-17-KT06: Elements of an effective change agent (15%)

17.2 Guidelines for Topics

17.2.1 KM-17-KT01: Fundamentals of change management (15%)

Topic elements to be covered include:

- KT0101 Change management processes
- KT0102 Change management and sustainability
- KT0103 Implementation of change management
- KT0102 Analytical thinking techniques
- KT0103 Real/hypothetical problems

Internal Assessment Criteria

1. Identify the elements of any change management process.
2. Explain the relationship between change management and sustainability.
3. Provide examples of how businesses that have not changed have collapsed or gone insolvent and businesses that have changed have remained successful.
4. Describe how a business can achieve sustainable results by implementing change management.

(Weight: 15%)

17.2.2 KM-17-KT02: Concept of planned change vs reactive change (10%)

Topic elements to be covered include:

- KT0201 Factors in planned change processes
- KT0202 Elements of reactive change
- KT0203 Benefits of change

Internal Assessment Criteria

1. Explain the elements of reactive change processes and their impact on the change process with examples.
2. Describe each process in a business and the results of the analysis documentation process to explain the benefits the changes had to the business.

(Weight: 10%)

17.2.3 KM-17-KT03: Change management model (15%)

Topic elements to be covered include:

- KT0301 Components of change management model
- KT0302 Steps in the change management process

Internal Assessment Criteria

1. Identify the model for effective change management and its various components explained.
2. Explain each step in the process of change management and an explanation given of how each step is managed using examples from a business that has implemented the model.

(Weight: 15%)

17.2.4 KM-17-KT04: Elements of change resistance (10%)

Topic elements to be covered include:

- KT0401 Reasons for resistance to change by people
- KT0402 Reasons for resistance to change by business
- KT0403 Overcoming resistance to change

Internal Assessment Criteria

1. Explain the reasons for change by people and analyse the impact on the process in the business in which they work.
2. Define the reasons for resistance to change in a business and analyse the impact on the process in the business in which they work.
3. Describe ways in which resistance to change can be overcome with examples of how they were successfully used for individuals and a business.

(Weight: 10%)

17.2.5 KM-17-KT05: Dynamics of change management risks (15%)

Topic elements to be covered include:

- KT0501 Identification of risks
- KT0502 Overcoming these risks

Internal Assessment Criteria

1. Identify the risks inherent in any change management programme and indicate ways to manage them.
2. Explain the various change management risks and what each one could mean for the process of change and the long-term success of the business.

(Weight: 15%)

17.2.6 KM-17-KT06: Elements of an effective change agent (15%)

Topic elements to be covered include:

- KT0601 Characteristics of a change agent
- KT0602 Competencies of a change agent

Internal Assessment Criteria

1. Identify the characteristics of an effective change agent.
2. Define the competencies of an effective change agent.
3. Explain why each characteristic and competency is important and how each advances the implementation of change.
4. Describe how the characteristics and competencies of an effective change agent are applied at all times when dealing with a business undergoing change.

(Weight: 15%)

17.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

17.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

17.5 Exemptions

None

**18. 242101-000-00-KM-18: Introductory studies for project managers, NQF Level 5 Credits: 5
(Learning contract time 3 Days)**

18.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the business consulting project management framework, project management process, project integration management, directing, managing, monitoring and controlling, change control and close out of a project.

The learning will enable learners to demonstrate an understanding of:

KM-18-KT01: Project management framework (20%)

KM-18-KT02: Project management processes (20%)

KM-18-KT03: Project integration management (20%)

KM-18-KT04: Fundamentals of directing and managing project work (10%)

KM-18-KT05: Monitoring and controlling project work (10%)

KM-18-KT06: Integrated change control (10%)

KM-18-KT07: Project close out (10%)

18.2 Guidelines for Topics

18.2.1 KM-18-KT01: Project management framework (20%)

Topic elements to be covered include:

KT0101 Definitions and key concepts of business consulting projects

KT0102 Project programme and portfolio management

KT0103 Relationship between project management and operations management and organisational strategy

KT0104 The business value of projects

KT0105 The role of the project manager

KT0106 The impact of the project environment on project management options

KT0107 The project life cycle

KT0108 Project stakeholders and governance

KT0109 The project process groups and knowledge areas

Internal Assessment Criteria

1. Explain the definitions for key project management concepts that demonstrates a comprehensive understanding
2. Discuss a comprehensive understanding of the relationship between project management concepts and other business disciplines

(Weight: 20%)

18.2.2 KM-18-KT02: Project management processes (20%)

Topic elements to be covered include:

- KT0201 Initiating
- KT0202 Planning
- KT0203 Executing
- KT0204 Monitoring and controlling
- KT0205 Closing

Internal Assessment Criteria

1. Explain the project management process by providing diagrams
2. Describe and illustrate the flow and integration between the steps

(Weight: 20%)

18.2.3 KM-18-KT03: Project management integration (20%)

Topic elements to be covered include:

- KT0301 Project charter development concepts and flow of data
- KT0302 The importance and benefits of a project charter
- KT0303 Project charter development input
(Range: project statement of work (business need, project scope description, strategic plan) business case, agreements, enterprise environmental factors, organisational process assets)
- KT0304 Project charter development tools and techniques
(Range: expert judgement, facilitation techniques)
- KT0305 Structure and scope of a project charter
- KT0306 Governance of a project charter

Internal Assessment Criteria

1. Explain the concepts of project charters and the flow of data
2. Discuss the importance and benefits of a project charter
3. Describe the identification of project charter documents, the application and the evaluation for completeness, gaps identified and improvement measures

(Weight: 20%)

18.2.4 KM-18-KT04: Fundamentals of directing and managing project work (10%)

Topic elements to be covered include:

- KT0401 Concepts and flow of data related to directing and managing project work
- KT0402 The importance and benefits of directing and managing project work
- KT0403 Project deliverables
- KT0404 Work performance data
- KT0405 Change requests
- KT0406 Document updates
- KT0407 Inputs related to directing and managing project work
- KT0408 Tools and techniques for directing and managing project work

Internal Assessment Criteria

1. Describe the concepts and the flow of data related to directing and managing project work
2. Explain the importance and benefits of managing and directing project work
3. Identify the documents related to directing and managing project work, the application and evaluation for completeness, gaps identified and corrective measures

(Weight: 10%)

18.2.5 KM-18-KT05: Monitoring and controlling project work (10%)

Topic elements to be covered include:

- KT0501 Concepts and flow of data related to monitoring and controlling project work
- KT0502 The importance and benefits of monitoring and controlling project work
- KT0503 Inputs for monitoring and controlling project work
- KT0504 Tools and techniques for monitoring and controlling project work

Internal Assessment Criteria

1. Discuss the concepts and flow of data related to monitoring and controlling project work
2. Explain the importance and benefits of monitoring and controlling project work
3. Identify the documents for monitoring and controlling project work, the application, evaluation for completeness, gaps identified and corrective measures

(Weight: 10%)

18.2.6 KM-18-KT06: Integrated change control (10%)

Topic elements to be covered include:

- KT0601 Integrated change control concepts and the flow of data
- KT0602 The importance and benefits of integrated change control
- KT0603 Inputs for integrated change control
- KT0604 Tools and techniques for integrated change control
- KT0605 Integrated change control processes and outputs

Internal Assessment Criteria

1. Discuss the concepts and flow of data related to integrated change control
2. Explain the importance and benefits of integrated change control
3. Identify the documents for integrated change control, the application, evaluation for completeness, gaps identified and corrective measures

(Weight: 10%)

18.2.7 KM-18-KT07: Project close out (10%)

Topic elements to be covered include:

- KT0701 Concepts of project close out and the flow of data
- KT0702 The importance and benefits of project close out
- KT0703 Inputs for project close out
- KT0704 Tools and techniques for project close out

KT0705 Project close out processes and outputs

KT0706 Business consulting project process flow

Internal Assessment Criteria

1. Discuss the concepts and flow of data related to project close out
2. Define the importance and benefits of project close out
3. Identify the documents for project close out, the application, evaluation for completeness, gaps identified and corrective measures
4. Define the entire business consulting process flow

(Weight: 10%)

18.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

18.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

18.5 Exemptions

None

**19. 242101-000-00-KM-19: Application of contract documentation, NQF Level 5 Credits: 4
(Learning contract time 2 Days)**

19.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts interpreting and apply a range of contract documentation, code of practice and professional ethics.

The learning will enable learners to demonstrate an understanding of:

KM-19-KT01: Fundamentals of conditions of a contract (30%)

KM-19-KT02: Elements of code of practice and ethics for contract management (30%)

KM-19-KT03: Concepts of standardised and project specifications (20%)

KM-19-KT04: Fundamentals of tender and drawings (20%)

19.2 Guidelines for Topics

19.2.1 KM-19-KT01: Fundamentals of conditions of a contract (30%)

Topic elements to be covered include:

- KT0101 Principles of Law of contract
- KT0102 Conditions of contract documents
- KT0103 Process for lodging disputes and claims

Internal Assessment Criteria

1. Explain the principles of law of contract
2. Describe the identification of different general conditions of contract documents
3. Discuss the extraction of relevant sections of the document and the correct information extraction
4. Define the interpretation and application of relevant clauses
5. Explain the process for lodging disputes and claims in accordance with relevant clauses and the General Conditions of Contract

(Weight: 30%)

19.2.2 KM-19-KT02: Elements of the code of practice and ethics for contract management (30%)

Topic elements to be covered include:

- KT0201 Adherence to the code of practice and ethics
- KT0202 Codes of practice

Internal Assessment Criteria

1. Explain the purpose and importance of the codes of practice and ethics
2. Discuss the identification of the relevant codes of practice

(Weight: 30%)

19.2.3 KM-19-KT03: Concepts of standardised and project specifications (20%)

Topic elements to be covered include:

- KT0301 Quality control of specifications
- KT0302 Interpretation of documentation

Internal Assessment Criteria

1. Explain the specifications in the context of quality control
2. Discuss the extraction of the relevant sections and clauses and the interpretation thereof with examples

(Weight: 20%)

19.2.4 KM-19-KT04: Fundamentals of tenders and drawings (20%)

Topic elements to be covered include:

- KT0401 The role of tenders and drawings
- KT0402 Extraction of information
- KT0403 Interface of all documentation

Internal Assessment Criteria

1. Describe the role of tender and drawings as part of contract documentation
2. Define the extraction and application of information from drawings
3. Explain the interface between drawings, specifications, and the general conditions of contract in terms of the contract/project documentation.

(Weight: 20%)

19.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

19.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

19.5 Exemptions

None

**20. 242101-000-00-KM-20: Evaluation of the influences in the value chain, NQF Level 5
Credits: 5 (Learning contract time 2 Days)**

20.1 Purpose of the Knowledge Modules

The main focus of the learning in this knowledge subject is to equip qualifying learners with knowledge and understanding of the concepts of analysing key influences in the value chain, implementing stakeholder relationships, analysing information and applying improvements to the value chain.

The learning will enable learners to demonstrate an understanding of:

KM-20-KT01: Fundamentals of key influences in the value chain (30%)

KM-20-KT02: Elements of operational relationships (20%)

KM-20-KT03: Concepts of analyzing information on the value chain (30%)

KM-20-KT04: Fundamentals of improvements in the value chain (20%)

20.2 Guidelines for Topics

20.2.1 KM-20-KT01: Fundamentals of key influence in the value chain (30%)

Topic elements to be covered include:

- KT0101 Principles of physical distribution management and logistics
- KT0102 The procurement management function
- KT0103 The materials management function
- KT0104 Design of strategic value network

Internal Assessment Criteria

1. Discuss the principles of physical distribution management and logistics to reflect their role and impact on value distribution network
2. Describe the analysis of the procurement management function to reflect its relationship with different aspects influencing value chain
(Range: aspects include but are not limited to the concept of procurement, supplier selection, purchasing and valued supplier-partners, features of supplier-partners, features of supplier-partnerships, global sourcing, purchasing policies and procedures)
3. Explain the materials management function to reflect its relationship with different aspects influencing value chain
(Range: aspects include but are not limited to the concept of materials management, inventory management systems, ROP and lot size, EoQ, ERP/MRP systems)
4. Define the criteria for the design of a strategic value network to reflect their influence on the purchasing environment
(Range: Strategic value network include but are not limited to value network perspective, outsourcing, location decisions, facility layout.)

(Weight: 30%)

20.2.2 KM-20-KT02: Elements of operational relationships (20%)

Topic elements to be covered include:

KT0201	The importance of working with suppliers
KT0202	Operational relationships for value chain
KT0203	Maintenance of operational relationships
KT0204	Stakeholder communication
KT0205	Procedure to handle problems within value chain relationships
KT0206	Value chain processes

Internal Assessment Criteria

1. Define the importance of working with suppliers to determine the impact of the relationships on purchasing contracts
2. Discuss the information obtained for value chain through the utilization of operational relationships
3. Explain the maintenance and improvement of operational relationships within the value chain through clear communications and options to improve value chain processes
4. Describe the recommendations are communicated to stakeholders regarding opportunities to develop operational relationships to benefit the value chain
5. Discuss the organizational procedure to deal with the identification of problems within value chain relationships and how they are communicated
6. Explain the value chain process monitoring to ensure operational relationships are suitable for performance of the value chain

(Weight: 20%)

20.2.3 KM-20-KT03: Concepts of analyzing information on the value chain (30%)

Topic elements to be covered include:

KT0301	Processes that encompass the value chain
KT0302	Quality of value chain
KT0303	Data analysis
KT0304	Findings and results
KT0305	Classification of problems

Internal Assessment Criteria

1. Explain the identification of processes that comprise the value chain to reflect the information needed
2. Define the identification of supplies flowing through the value chain in respect to specification and quality
3. Discuss the suitable sources of data to collate and prepare for analysis
4. Define the business value chain data to be analysed
5. Discuss the identification of key findings and results
6. Explain the classification of problems in the value chain and how they are communicated

(Weight: 30%)

20.2.4 KM-20-KT04: Fundamentals of improvements in the value chain (30%)

Topic elements to be covered include:

KT0401	Improvements to the value chain
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Internal Assessment Criteria

1. Describe how to obtain information on the improvements being introduced to the value chain
2. Define how the improvements are applied to the value chain
3. Explain how data is collated and prepared to reflect the impact of the improvements
4. Discuss how the data on the impact of improvements is analysed
5. Describe the identification and communication of problems relating to the application of improvements to the value chain
6. Explain the value chain monitoring systems used to monitor value chain compliance with legal and organisational requirements

(Weight: 20%)

20.3 Provider Accreditation Requirements for the Subject

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Handouts and stationery (electronic consumables, pencils/paper)
- Learning material

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience

Legal Requirements:

- Accredited as per QCTO requirements

20.4 Critical Topics to be Assessed Externally for the Knowledge Module

None

20.5 Exemptions

None

SECTION 3B: PRACTICAL SKILL MODULE SPECIFICATIONS

List of Practical Skill Module Specifications

COMPONENT	ID	MODULE TITLE	NQF LEVEL	CREDITS
Practical Skills	242101-000-00-PM-01	Evaluate personal capability for performing business consulting services	6	4
Practical Skills	242101-000-00-PM-02	Carry out due diligence and check compliance with relevant legislation	6	4
Practical Skills	242101-000-00-PM-03	Monitor methods of appraisal of business owner, business performance and activities	5	4
Practical Skills	242101-000-00-PM-04	Provide strategic and operational consulting service	6	7
Practical Skills	242101-000-00-PM-05	Develop and implement change management framework	5	3
Practical Skills	242101-000-00-PM-06	Develop project implementation approach	5	4
Practical Skills	242101-000-00-PM-07	Interpret the influences of key components in the value chain on business efficiency	5	3

Total number of credits for Practical Skills Modules: 55

1. 242101-000-00-PM-01, Evaluate personal capabilities for performing business consulting services, NQF Level 5, Credits 8

1.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to evaluate their personal capabilities for perform consulting services.

The learner will be required to:

PM-01-PS01: Develop own ability to provide business consulting service

PM-01-PS02: Develop individual entrepreneurial and ethical characteristics

1.2 Guidelines for Practical Skills

1.2.1 PM-01-PS01: Develop own ability to provide business consulting service

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0101 Follow a professional and ethical framework as appropriate
- PA0102 Establish a potential range of business consulting services
- PA0103 Develop tendering and contract competencies
- PA0104 Identify and resolve situations giving rise to conflict
- PA0105 Conduct meetings in accordance with the type of service offered
- PA0106 Self-evaluate personal performance to ensure consistent professional and ethical practices
- PA0107 Produce business plans, cash flow forecasts, product pricing strategies and profit and loss accounts for new and existing business systems
- PA0108 Develop risk identification, mitigation and management skills
- PA0109 Employ appropriate techniques to assess client group operational and management performance
- PA0110 Take opportunities to share information, opinions, trends with specialists
- PA0111 Develop professional and consulting practices to adapt to technical and environmental change
- PA0112 Produce a professional action plan to develop and maintain personal professional consulting practices
- PA0113 Adapt professional business consulting practices
- PA0114 Take opportunities to share knowledge and experience with others

Applied Knowledge

- AK0101 Ethical and professional principles and concepts
- AK0102 Types of business consulting services
- AK0103 Organisations requirements for tendering

- AK0104 Tender cycle and bid specification
- AK0105 Forms of contracts
- AK0106 Documentation requirements
- AK0108 Situations giving rise to conflict are identified and resolved
- AK0109 Principles for customer care and customer confidentiality within a business consulting practice
- AK01010 Techniques and limitations for self-appraisal
- AK01011 Principles of risk management and maintaining objectivity
- AK01012 Impact of business consultant's practice on customer's actions and future performances
- AK01013 Effective communication

Internal Assessment Criteria

- IAC0101 A professional and ethical framework appropriate is followed.
- IAC0102 A potential range of business consulting services are established.
- IAC0103 Tendering and contract competencies are developed.
- IAC0104 Meetings in accordance with the type of service offered are conducted.
- IAC0105 Personal performance to ensure consistent professional and ethical practices is self-evaluated.
- IAC0106 Business plans, cash flow forecasts product pricing strategies and profit and loss accounts are produced.
- IAC0107 Appropriate techniques to assess client group operational and management performance are employed.
- IAC0108 Risk identification, mitigation and management skills are developed.
- IAC0109 Opportunities to share information, opinions, trends with specialists are taken.
- IAC0110 Professional and consulting practices to adapt to technical and environmental change are developed.
- IAC0111 A professional action plan to develop and maintain personal professional consulting practices are produced.
- IAC0112 Professional business consulting practices are adapted.
- IAC0113 Opportunities to share knowledge and experience with others are taken.

1.2.2 PM-01-PS02: Develop individual entrepreneurial and ethical characteristics

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0401 Establish baseline knowledge of self
- PA0402 Identify strategies to address personal shortcomings
- PA0403 Design a personal development plan

Applied Knowledge

- AK0401 Definitions of skills, aptitudes, personality and values
- AK0402 Reasons for business failures as a result of personal shortcomings
- AK0403 Impact of group dynamics
- AK0404 Effective team strategies

Internal Assessment Criteria

- IAC0401 Strategies to address personal shortcomings is identified.
- IAC0402 Baseline knowledge of self is established.
- IAC0403 A personal development plan is designed.

1.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

1.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

1.5 Exemptions

- None

2. 242101-000-00-PM-02, Carry out due diligence and check compliance with relevant legislation, NQF Level 5, Credits 8

2.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to assist employers and employees in ensuring compliance within specific legislative and regulatory frameworks.

The learner will be required to:

PM-02-PS01: Prepare a plan for due diligence

PM-02-PS02: Conduct the inspection

PM-02-PS03: Record compliance status

2.2 Guidelines for Practical Skills

2.2.1 PM-02-PS01: Prepare a plan for due diligence

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

PA0101 Identify business to be inspected

PA0102 Classify applicable legislation

PA0103 Consult with relevant stakeholders

PA0104 Confirm scope of inspection

PA0105 Allocate time lines for inspection

Applied Knowledge

AK0101 The implications of the relevant laws, rules and statutory requirements

AK0102 Requirements relating to legal documents and records

AK0103 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA)

AK0104 Labour Relations Act 66 of 1995

AK0105 National Small Business Development Act, 102 of 1996 and National Small Business Amendment Act 28 of 2004 (SBDA)

AK0106 Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)

AK0107 Income Tax Act, 58 of 1962

AK0108 Unemployment Insurance Fund Act 63 of 2001 (UIF)

AK0109 Value Added Tax Act 89 of 1991 (VAT)

AK0110 Companies Act, 71 of 2008

AK0111 The Protection of Personal Information Act, 2013 (POPI)

AK0112 Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA)

AK0113 Occupational Health and Safety Act, 85 of 1993 (OHSA)

Internal Assessment Criteria

- IAC0101 Business to be inspected is identified.
- IAC0102 Applicable legislation classified.
- IAC0103 Stakeholders consulted.
- IAC0104 Time lines allocated.
- IAC0105 Scope of inspection confirmed.

2.2.2 PM-02-PS02: Conduct the inspection

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0201 Discuss scope of inspection with the employer
- PA0202 Check all documentation for compliance
- PA0203 Evaluate the implementation of company's ethical code of conduct
- PA0204 Articulate findings verbally to the employer
- PA0205 Negotiate remedial action

Applied Knowledge

- AK0201 The implications of the relevant laws, rules and statutory requirements
- AK0202 Requirements relating to legal documents and records
- AK0203 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA)
- AK0204 Labour Relations Act 66 of 1995
- AK0205 National Small Business Development Act, 102 of 1996 and National Small Business Amendment Act 28 of 2004 (SBDA)
- AK0206 Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)
- AK0207 Income Tax Act, 58 of 1962
- AK0208 Unemployment Insurance Fund Act 63 of 2001 (UIF)
- AK0209 Value Added Tax Act 89 of 1991 (VAT)
- AK0210 Companies Act, 71 of 2008
- AK0211 The Protection of Personal Information Act, 2013 (POPI)
- AK0212 Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA)
- AK0213 Occupational Health and Safety Act, 85 of 1993 (OHSA)
- AK0214 Negotiating for results

Internal Assessment Criteria

- IAC0201 Scope of inspection is discussed with the employer.
- IAC0202 All documentation checked for compliance.

- IAC0203 Findings verbally articulated to the employer.
- IAC0204 Implementation of company's ethical conduct is evaluated.
- IAC0205 Remedial action negotiated.

2.2.3 PM-02-PS03: Record compliance status

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0301 Document all findings
- PA0302 Record areas of compliance and non-compliance
- PA0303 Formulate recommendations on addressing areas of non-compliance
- PA0304 Articulate appropriate corrective action

Applied Knowledge

- AK0301 The implications of the relevant laws, rules and statutory requirements
- AK0302 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA)
- AK0303 Requirements relating to legal documents and records
- AK0304 Labour Relations Act 66 of 1995
- AK0305 National Small Business Development Act, 102 of 1996 and National Small Business Amendment Act 28 of 2004 (SBDA)
- AK0306 Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)
- AK0307 Income Tax Act, 58 of 1962
- AK0308 Unemployment Insurance Fund Act 63 of 2001 (UIF)
- AK0309 Value Added Tax Act 89 of 1991 (VAT)
- AK0310 Companies Act, 71 of 2008
- AK0311 The Protection of Personal Information Act, 2013 (POPI)
- AK0312 Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA)
- AK0313 Occupational Health and Safety Act, 85 of 1993 (OHSA)

Internal Assessment Criteria

- IAC0301 Findings documented
- IAC0302 Areas of compliance and non-compliance are recorded
- IAC0203 Recommendations on addressing areas of non-compliance are formulated
- IAC0304 Appropriate corrective action is articulated

2.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)

- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

2.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

2.5 Exemptions

- None

3. 242101-000-00-PM-03, Monitor methods of appraisal of business owner, business performance and activities, NQF Level 5, Credits 8

3.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to monitor methods of appraisal for the owner and the performance of the business.

The learner will be required to:

PM-03-PS01: Analyse the owner's track record

PM-03-PS02: Assess business performance and activities

PM-03-PS03: Gather information on codes relating to corporate governance and ethics in the business sector

3.2 Guidelines for Practical Skills

3.2.1 PM-03-PS01: Analyse the owner's track record

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

PA0101 Select evidence to be appraised

PA0102 Select the instruments for assessment

PA0103 Examine the owner's personal issues

PA0104 Complete assessment of owner's personal financial behaviour against set objectives

PA0105 Construct a realistic personal financial budget

PA0106 Assess the owners understanding of the business

PA0107 Compile findings

Applied Knowledge

AK0101 Methods and techniques for gathering information

AK0102 Principles and techniques for communicating verbally

AK0103 Cross cultural sensitivity issues

AK0104 Inclusion of differently abled persons

AK0105 Methods for presenting information

Internal Assessment Criteria

IAC0101 Evidence is appraised.

IAC0102 Instruments for assessment selected.

IAC0103 Owner's personal issues are appraised.

IAC0104 Owner's personal financial behaviour is assessed against set objectives.

- IAC0105 A realistic personal financial budget is constructed.
- IAC0106 Owner's understanding of the business is assessed.
- IAC0107 Findings are compiled.

3.2.2 PM-03-PS02: Assess business performance and activities

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0201 Evaluate the current financial budget of the business
- PA0202 Assess the current marketing situation for the business
- PA0203 Appraise the current operational situation
- PA0204 Evaluate current legal requirements
- PA0205 Compile an appraisal document for the business
- PA0206 Formulate recommendations and action plan based on findings

Applied Knowledge

- AK0201 Methods and techniques for conducting appraisals of a business
- AK0202 Business principles and practices
- AK0203 Methods and techniques for establishing and estimating potential of a business
- AK0204 Data gathering techniques
- AK0205 Types of legislative requirements for a business to function
- AK0206 Effective communication

Internal Assessment Criteria

- IAC0201 The current financial budget of the business is evaluated.
- IAC0202 The current marketing situation for the business is assessed.
- IAC0203 The operational situation is appraised.
- IAC0204 An appraisal document is compiled.
- IAC0205 Recommendations and an action plan based on the findings is formulated.

3.2.3 PM-03-PS03: Gather information on codes relating to corporate governance and ethics in the business sector

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0301 Identify applicable legislation, regulations and codes impacting ethics
- PA0302 Examine the principles that underpin ethics, professionalism and code of conduct

- PA0303 Analyse the impact of the implementation of the business' value system
- PA0304 Conduct a gap analysis against the principles in the business' code of conduct to identify strengths and weaknesses
- PA0305 Develop a plan to initiate and improve commitment and compliance in the implementation of a code of ethics in the business

Applied Knowledge

- AK0301 Legislation, regulations relevant to corporate governance
- AK0302 Principles that underpin ethics and professionalism
- AK0303 Impact of implementation of business value system
- AK0304 Gap analysis against principles in business code of conduct
- AK0305 Plans to initiate and improve commitment and compliance of corporate governance
- AK0306 Change management

Internal Assessment Criteria

- IAC0301 The business is examined for principles that underpin ethics, professionalism and code of conduct.
- IAC0302 The impact of the implementation of the business value system is analysed.
- IAC0203 A gap analysis to identify the strengths and weaknesses against the principles in the business code of conduct is conducted.
- IAC0304 A plan to initiate and improve commitment and compliance to the code of ethics is developed.

3.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

3.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

3.5 Exemptions

- None

4. 242101-000-00-PM-04, Provide a strategic and operational consulting service, NQF Level 6, Credits 10

4.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to assist the business owner in developing proficient strategic and operational infrastructure and practices through providing a sound consulting service.

The learner will be required to:

- PM-04-PS01: Negotiate terms for business consulting service
- PM-04-PS02: Identify success factors of the business and the role each plays in the success
- PM-04-PS03: Use the financial analysis in a business to enhance the strategic and operational objectives
- PM-04-PS04: Produce a strategic business plan to guide new business
- PM-04-PS05: Research how market segmentation, positioning and the competitive environment impacts the business, business opportunities and rehabilitation strategies
- PM-04-PS06: Develop and implement risk profiling against strategic objectives

4.2 Guidelines for Practical Skills

4.2.1 PM-04-PS01: Negotiate terms for business consulting service

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0101 Evaluate needs and expectations
- PA0102 Conduct, analyse and compare personal and business needs
- PA0103 Clarify nature and set boundaries of the service offered
- PA0104 Check customer understanding of the process, targets and potential outcomes
- PA0105 Conclude business consulting relationships and draw up specific contract
- PA0106 Manage business consulting relationships
- PA0107 Utilise relevant alternative sources of business support
- PA0108 Maintain customer relationship within boundaries, strategies and ethical framework
- PA0109 Employ effective communication strategies ensuring solutions and actions are owned by the customer
- PA0110 Develop analytical and evaluation abilities to improve customer's management performance
- PA0111 Advocate customers to use appropriate professional advice and support

Applied Knowledge

- AK0101 Identification and delineation of boundaries
- AK0102 Presentation skills and techniques
- AK0103 Management of consulting relationships

- AK0104 Contract development and its legal issues
- AK0105 Effective communication skills

Internal Assessment Criteria

- IAC0101 Needs and expectations evaluated.
- IAC0102 Analysis based on personal and business needs conducted, analysed and compared.
- IAC0103 Nature and boundaries of the service offered clarified and set.
- IAC0104 Customer understanding of the process, targets and potential outcomes checked.
- IAC0105 Business consulting relationships concluded and contract drawn up.
- IAC0106 Business consulting relationships managed.
- IAC0107 Relevant alternative sources of business support utilised.
- IAC0108 Customer relationship within boundaries, strategies and ethical framework maintained.
- IAC0109 Effective communication strategies ensuring solutions and actions are owned by the customer employed.
- IAC0110 Analytical and evaluation abilities to improve customer's management performance developed.
- IAC0111 Customers to use appropriate professional advice and support advocated.

4.2.2 PM-04-PS02: Identify success factors of the business and the role each plays in the success

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0201 Evaluate the performance of the business against its objectives
- PA0202 Analyse the financial status of the business
- PA0203 Communicate performance outcome
- PA0204 Draw up an action plan to implement improvements
- PA0205 Monitor the implementation of the improvements and amend as required

Applied Knowledge

- AK0201 Sources of information to determine operational success
- AK0202 Basic business principles
- AK0203 Business evaluation techniques
- AK0204 Political, social and economic factors affecting the business community
- AK0205 Technological and scientific innovations affecting the business community
- AK0206 Effective communication

Internal Assessment Criteria

- IAC0201 Performance of the business against its objectives is evaluated.

- IAC0202 Financial status of the business is analysed.
- IAC0203 Performance outcome is communicated.
- IAC0204 An action plan to implement improvements is drawn up.
- IAC0205 Implementation of improvements are monitored and amended.

4.2.3 PM-04-PS03: Use financial analysis in a business to enhance the strategic and operational objectives

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0301 Review costing methods in relating to business
- PA0302 Differentiate between the different types of profit in relation to the business
- PA0303 Use ratios to measure the profitability of the business
- PA0304 Utilise ratios to measure the resource utilisation of the business
- PA0305 Make recommendations for profitability and resource utilisation
- PA0306 Use ratios to analyse the financial situation of the business
- PA0307 Report the results of the financial analysis
- PA0308 Conduct a financial analysis and report on two different sections to determine which is more efficient in its utilisation of resources and capital
- PA0309 Evaluate the impact of the strategy and budget of the business
- PA0310 Prepare financial forecasts
- PA0311 Determine viability of financial forecasts
- PA0312 Examine internal and external factors that impact pricing decisions
- PA0313 Investigate competitive pricing and compare to apprise effective costing and forecasting of operating the business

Applied Knowledge

- AK0301 Financial and accounting practices
- AK0302 Financial relationships
- AK0403 Trends and ratios
- AK0404 Analysis of past performance, recognise opportunities and future planning
- AK0305 Financial performance measurement techniques
- AK0306 Financial objectives of the business
- AK0307 Measurement of costs and benefits of financial activities
- AK0308 Roles and responsibilities of financial planning
- AK0309 Types and frequencies of financial forecasts
- AK0310 The difference between forecasts and actuals
- AK0311 Information gathering techniques
- AK0312 Financial concepts
- AK0313 Financial analysis in making accurate decisions

AK0314 Banking, banking application forms, bank statements and interest rates

Internal Assessment Criteria

- IAC0301 Costing methods in relating to business reviewed.
- IAC0302 Different types of profit in relation to the business differentiated.
- IAC0303 Ratios to measure profitability of the business are used.
- IAC0304 Ratios to measure the resource utilisation of the business are utilised.
- IAC0305 Recommendations for profitability and resource utilisation are made.
- IAC0306 Ratios to analyse financial situation of the business are used.
- IAC0307 Results of the financial analysis are reported.
- IAC0308 A financial analysis on two different sections to determine which is more efficient in its utilisation of resources and capital is conducted.
- IAC0309 Impact of the strategy and budget of the business are evaluated.
- IAC0310 Financial forecasts prepared.
- IAC0311 Viability of financial forecasts determined.
- IAC0312 Internal and external factors that impact pricing decisions examined.
- IAC0313 Competitive pricing and comparison to apprise effective costing and forecasting of operating the business is investigated.

4.2.4 PM-04-PS04: Produce a strategic business plan to guide new business

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0401 Identify stakeholders (internal and external) and appropriate networks
- PA0402 Research business operations of operating a type of entity and indicate the best type of business in a specific circumstance
- PA0403 Investigate three locations for potential business with current competition and recommend the best suitable location
- PA0404 Research possible sources of finance for the business
- PA0405 Explore possible business support for finance, strategy and training
- PA0406 Compile a business plan

Applied Knowledge

- AK0401 Stakeholder analysis and networking
- AK0402 Tax implications of an operating entity
- AK0403 Location and competition
- AK0404 Sources of finance for a business
- AK0405 Sources of support, development and growth
- AK0406 Effective communication

Internal Assessment Criteria

- IAC0401 Business operations of operating a type of entity and indicate the best type of business in a specific circumstance is researched.
- IAC0402 Three locations for potential business with current competition and recommend the best suitable location are investigated.
- IAC0403 Possible sources of finance for the business are researched.
- IAC0404 Possible business support for finance, strategy and training is explored.
- IAC0405 A business plan is compiled.

4.2.5 PM-04-PS05: Research how market segmentation, positioning and the competitive environment impacts the business, business opportunities and rehabilitation strategies

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0501 Position the marketing function into context with the other business functions
- PA0502 Assess the market and the potential for segmentation
- PA0503 Communicate product positioning strategies
- PA0504 Execute processes to establish communication and customer satisfaction
- PA0505 Implement opportunities for recognition of feedback from all stakeholders
- PA0506 Evaluate product for price, place, promotion and people
- PA0507 Monitor techniques to provide for ongoing identification of customer satisfaction
- PA0508 Analyse packaging and labelling
- PA0509 Segment a customer base according to area and requirements
- PA0510 Conduct competitor analysis
- PA0511 Apply SWOT analysis on research results
- PA0512 Assess rehabilitation potential and needs where necessary
- PA0513 Pre-assess rehabilitation projects for desired outcomes
- PA0514 Select rehabilitation project based on priority and ability to implement within shortest possible timeframe

Applied Knowledge

- AK0501 Methods of assessing market positioning and segmentation
- AK0502 Techniques for obtaining competitive information
- AK0503 Marketing principles, methods and techniques (market mix)
- AK0504 Techniques for responding to customer needs and requests
- AK0505 Systems for measuring and evaluating customer satisfaction levels
- AK0506 Methods for improving customer satisfaction levels
- AK0507 Customer needs analysis

- AK0508 Decision making techniques
- AK0509 Business operating procedures
- AK0510 Cause and effect principles
- AK0511 Marketing related problem-solving skills

Internal Assessment Criteria

- IAC0501 The marketing function into context with the other business functions is positioned.
- IAC0502 The potential for segmentation is assessed.
- IAC0503 Product positioning strategies communicated.
- IAC0504 Processes to establish communication and customer satisfaction are executed.
- IAC0505 Opportunities for recognition of feedback from all stakeholders implemented.
- IAC0506 Product for price, place, promotion and people is evaluated.
- IAC0507 Techniques to provide for ongoing identification of customer satisfaction monitored.
- IAC0508 Packaging and labelling is analysed.
- IAC0509 A customer base according to area and requirements is segmented.
- IAC0510 Competitor analysis is conducted.
- IAC0511 SWOT analysis on research results applied.
- IAC0512 Rehabilitation potential and needs assessed.
- IAC0513 Rehabilitation projects for desired outcomes pre-assessed.
- IAC0514 Rehabilitation project based on priority and ability to implement within shortest possible timeframe selected.

4.2.6 PM-04-PS06: Develop and implement risk profiling against strategic objectives

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0601 Assess potential risks
- PA0602 Evaluate the possibility of each risk occurring
- PA0603 Analyse and rate impact of each risk
- PA0604 Determine the priority resulting from the impact of each risk
- PA0605 Develop and communicate the contingency plan
- PA0606 Test and revise the contingency plan
- PA0607 Recommend improvements to the contingency plan
- PA0608 Revise contingency plan

Applied Knowledge

- AK0601 Types of risks
- AK0602 The implications of the relevant laws, rules and statutory requirements
- AK0603 Contingency strategies
- AK0604 Risk rating and mitigation strategies
- AK0605 Methods and techniques for conducting risk assessment

Internal Assessment Criteria

- IAC0601 Potential risks assessed.
- IAC0602 The possibility of each risk occurring evaluated.
- IAC0603 The rate of impact of each risk is analysed.
- IAC0604 The priority resulting from the impact of each risk is determined.
- IAC0605 A contingency plan is developed and communicated.
- IAC0606 The contingency plan is tested and revised.
- IAC0607 Improvements to the contingency plan are recommended.
- IAC0608 Contingency plan is revised.

4.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

4.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

4.5 Exemptions

- None

5. 242101-000-00-PM-05, Develop and implement change framework, NQF Level 5, Credits 5

5.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to develop and promote change in a work environment.

The learner will be required to:

- PM-05-PS01: Identify the reasons for the change
- PM-05-PS02: Define the type and scope of the change
- PM-05-PS03: Describe stakeholder support and approach to the change
- PM-05-PS04: Identify the change management team
- PM-05-PS05: Draw up a plan
- PM-05-PS06: Consult and implement counselling skills to help promote positive change

5.2 Guidelines for Practical Skills

5.2.1 PM-05-PS01: Identify the reasons for the change

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0101 Identify and list the factors that led to the decision for change
- PA0102 Document the current state “as is” of the company
- PA0103 Detail the future state “to be” of the company
- PA0104 Assess the risks in change management and methods to overcome them
- PA0105 Apply competences and characteristics of an effective change agent

Applied Knowledge

- AK0101 The South African Constitution
- AK0102 The South African Human Bill of Rights
- AK0103 Labour Relations Act 66 of 1995
- AK0104 Change management practices
- AK0105 Models of change management
- AK0106 Characteristics of change agents
- AK0107 Personal development and self-management
- AK0108 The fundamentals of change management
- AK0109 A basic knowledge of diversity

Internal Assessment Criteria

- IAC0101 Factors that led to the decision for change are identified and listed.

- IAC0102 The current state of the company is documented.
- IAC0103 The future state of the company is detailed.
- IAC0104 The risks in change management and methods to overcome them are assessed.
- IAC0105 The competencies and characteristics of an effective change agent are applied.

5.2.2 PM-05-PS02: Define the type and scope of the change

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0201 Identify the expected nature of the change
- PA0202 Check the impact of the change on various roles within the company
- PA0203 List the different areas that may undergo change

Applied Knowledge

- AK0201 Change management processes
- AK0202 Communication strategies and skills
- AK0203 Interpersonal and intrapersonal skills
- AK0204 Consulting, advising and counselling
- AK0205 Facilitation skills
- AK0208 Cultural dynamics and influences
- AK0209 Inclusion of differently abled persons
- AK0210 Codes of conduct
- AK0211 Ethical practices

Internal Assessment Criteria

- IAC0201 The expected nature of the change is identified.
- IAC0202 The impact of the change on various roles within the company are checked.
- IAC0203 The relevant areas that may undergo change are listed.

5.2.3 PM-05-PS03: Describe stakeholder support and approach to the change

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0301 List the stakeholders affected by the change
- PA0302 Identify the roles each stakeholder plays in the change process
- PA0303 Identify the support each stakeholder has in the change process

Applied Knowledge

AK0301	Change management processes
AK0302	Communication strategies and skills
AK0303	Interpersonal and intrapersonal skills
AK0304	Consulting, advising and counselling
AK0305	Cultural dynamics and influences
AK0306	Inclusion of differently abled persons
AK0307	Codes of conduct
AK0308	Ethical practices

Internal Assessment Criteria

IAC0301	Lifestyle and screening and assessment are performed.
IAC0302	An intervention programme based on needs and goals is developed.
IAC0303	The individual is equipped with skills and mechanisms to balance their lives.

5.2.4 PM-05-PS04: Identify the change management team

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

PA0401	Chose the team responsible for the change
PA0402	Select a multidisciplinary team

Applied Knowledge

AK0401	Change management processes
AK0402	Communication strategies and skills
AK0403	Interpersonal and intrapersonal skills
AK0404	Consulting, advising and counselling
AK0405	Cultural dynamics and influences
AK0406	Inclusion of differently abled persons
AK0407	Codes of conduct
AK0408	Ethical practices

Internal Assessment Criteria

IAC0401	The team responsible for the change is chosen.
IAC0402	. A multidisciplinary team is selected.

5.2.5 PM-05-PS05: Draw up a plan

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

PA0501	Allocate tasks for each team member
PA0502	Identify the risks for change management

PA0503 Draw up a communication strategy

Applied Knowledge

AK0501 Change management processes
AK0502 Communication strategies and skills
AK0503 Interpersonal and intrapersonal skills
AK0504 Consulting, advising and counselling
AK0505 Cultural dynamics and influences
AK0506 Inclusion of differently abled persons
AK0507 Codes of conduct
AK0508 Ethical practices

Internal Assessment Criteria

IAC0501 Tasks for each team member are allocated.
IAC0502 Risks for change management are identified.
IAC0503 A communication strategy is drawn up.

5.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

5.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

5.5 Exemptions

- None

6. 242101-000-00-PM-06, Develop project implementation approach, NQF Level 5, Cr 8

6.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to induct project team members, monitor and implement project management within a business.

The learner will be required to:

PM-06-PS01: Develop project implementation plan in consultation with relevant stakeholders

PM-06-PS02: Discuss, agree and adopt project team rules and responsibilities

PM-06-PS03: Establish physical and virtual (satellite) environments

PM-06-PS04: Design a business consulting process flow

PM-06-PS05: Monitor and evaluate project against deliverables

PM-06-PS06: Report against project deliverables

6.2 Guidelines for Practical Skills

6.2.1 PM-06-PS01: Develop project implementation plan in consultation with relevant stakeholders

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

PA0101 Develop a project management plan

PA0102 Induct project team members in line with project management plan

PA0103 Delegate roles and responsibilities to team and individuals

Applied Knowledge

AK0101 Knowledge of team dynamics

AK0102 Delegation techniques

AK0103 Effective communication methods

Internal Assessment Criteria

IAC0101 A project management plan is developed

IAC0102 Project team members inducted

IAC0103 Roles and responsibilities are delegated

6.2.2 PM-06-PS02: Discuss and agree upon project team rules and responsibilities

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0201 Draw up team charter
- PA0202 Develop project procedure and documentation
- PA0203 Establish team project control measures

Applied Knowledge

- AK0201 Gathering information
- AK0202 Impact measuring tools
- AK0203 Communication methodologies
- AK0204 Team charters
- AK0205 Knowledge of procedure template design
- AK0206 Dynamics of a team
- AK0207 Cultural sensitivity inclusivity of differently abled persons

Internal Assessment Criteria

- IAC0201 Team charter is drawn up
- IAC0202 Project procedures and documentation is developed
- IAC0203 Team project control measures established

6.2.3 PM-06-PS03: Establish physical and virtual (satellite) environments

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0301 Acquire and allocate resources
- PA0302 Make resources available
- PA0303 Maintain project register
- PA0304 Establish a safe work environment
- PA0305 Establish a secure work environment

Applied Knowledge

- AK0301 Information gathering techniques
- AK0302 Understanding of physical and virtual environments
- AK0303 An understanding of effective communication
- AK0304 Occupational Health and Safety Act, 85 of 1993 (OHSA)
- AK0305 Different types of registers

Internal Assessment Criteria

- IAC0301 Resources acquired and allocated
- IAC0302 Resources made available
- IAC0203 Project register maintained
- IAC0304 A safe work environment is established
- IAC0305 A secure work environment is established

6.2.4 PM-06-PS04: Design a business consulting process flow

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0401 Define steps in the process
- PA0402 Carry out the steps in the process
- PA0403 Prepare the report in the required format
- PA0404 Present findings to all role-players

Applied Knowledge

- AK0401 Information and data gathering, evaluation and interpretation techniques
- AK0402 Understanding of reporting
- AK0403 Process flow design
- AK0404 An understanding of effective communication
- AK0405 Interpersonal skills

Internal Assessment Criteria

- IAC0401 Steps in the process is defined
- IAC0402 Steps in the process is carried out
- IAC0403 Report is prepared
- IAC0404 Findings to all role-player presented

6.2.5 PM-06-PS05: Monitor and evaluate project against deliverables

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0501 Determine frequency of monitoring and evaluation
- PA0502 Check completed activities versus planned activities
- PA0503 Assess deliverables produced as anticipated
- PA0504 Collect and analyse evaluation data
- PA0505 Verify project success against outcomes

Applied Knowledge

- AK0501 Information gathering techniques
- AK0502 Monitoring and evaluation techniques
- AK0503 Methods of analysing data

AK0504 Effective Communication

Internal Assessment Criteria

- IAC0501 Frequency of monitoring and evaluation determined
- IAC0502 Completed activities versus planned activities checked
- IAC0503 Deliverables produced as anticipated assessed
- IAC0504 Evaluation data collected and analysed
- IAC0505 Project success against outcomes verified

6.2.6 PM-06-PS06: Report against project deliverables

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0601 Define sources to be used
- PA0602 Establish frequency of reporting
- PA0603 Confirm format of report
- PA0604 Communicate findings to all role-players

Applied Knowledge

- AK0601 Information gathering techniques
- AK0602 Understanding of reporting
- AK0603 An understanding of effective communication

Internal Assessment Criteria

- IAC0601 Sources to be used are defined
- IAC0602 Frequency of reporting established
- IAC0603 Format of report confirmed
- IAC0604 Findings are communicated

6.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

6.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

6.5 Exemptions

- None

7. 242101-000-00-PM-07, Interpret the influences of key components in the value chain on business efficiency, NQF Level 5, Cr 8

7.1 Purpose of the Practical Skill Modules

The focus of the learning in this module is on providing the learner an opportunity to evaluate the relationship and influences of the key components in value chain.

The learner will be required to:

PM-07-PS01: Evaluate key influences for improvement within value chain

PM-07-PS02: Analyse and implement improvement to the operational relationships within the value chain

PM-07-PS03: Evaluate improvements to the value chain

7.2 Guidelines for Practical Skills

7.2.1 PM-07-PS01: Evaluate key influences in value chain

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

PA0101 Analyse the procurement management function

PA0102 Analyse the material management function to reflect its relationship with different aspects influencing value chain

PA0103 Evaluate the criteria for the design of a strategic value network

PA0104 Recommend measures to address gaps identified

Applied Knowledge

AK0101 Role and scope of purchasing

AK0102 Communication methods and procedures

AK0103 Database management

AK0104 Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)

AK0105 PPPFA – Preferential Procurement Policy Framework Act

Internal Assessment Criteria

IAC0101 The procurement management function is analysed

IAC0102 The material management function to reflect its relationship with different aspects influencing value chain is analysed

IAC0103 The criteria for the design of a strategic value network is evaluated

IAC0104 Measures to address gaps identified are recommended

7.2.2 PM-07-PS02: Analyse and implement operational relationships within the value chain

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0201 Gather information about value chain through the use of operational relationships
- PA0202 Implement operational relationships within value chain
- PA0203 Maintain and improve operational relationships through clear communication and improvement value chain processes
- PA0204 Recommend improvement of operational relationships
- PA0205 Monitor value chain processes

Applied Knowledge

- AK0201 Information sources on value chain processes
- AK0202 Organisational objectives and activities
- AK0203 Value chain theories and processes
- AK0204 Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)
- AK0205 Relevant legislation and regulation

Internal Assessment Criteria

- IAC0201 Information about value chain through the use of operational relationships is gathered
- IAC0202 Operational relationships within value chain implemented
- IAC0203 Operational relationships through clear communication and improvement value chain processes is maintained and improved
- IAC0204 Development of operational relationships recommended
- IAC0205 Value chain process monitored

7.2.3 PM-07-PS03: Evaluate improvements to the value chain

Scope of Practical Skill

Given work instructions, checklists, work area, case study, activity documents, any templates, forms, safety and quality principles and standard operating procedures information available, the learner must be able to:

- PA0301 Identify areas of improvement in value chain management
- PA0302 Monitor value chain systems to ensure compliance
- PA0303 Promote improvements to value chain management
- PA0304 Communicate problems relating to the implementation of improvements

Applied Knowledge

- AK0301 Techniques for analysis, methods and procedures
- AK0302 Performance measurement and benchmarking theories and models
- AK0303 Planning methods
- AK0304 Quality management
- AK0305 Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)
- AK0306 Relevant legislation and standards

Internal Assessment Criteria

- IAC0301 Areas of improvements to value chain identified
- IAC0302 Value chain systems monitored to ensure compliance
- IAC0203 Improvements to value chain promoted
- IAC0304 Problems relating to the implementation of improvements communicated

7.3 Provider Accreditation Requirements for the Practical Skill Module

Physical Requirements:

- Classroom furniture (chairs and tables, audio & visual equipment and all other equipment conducive to a learning environment)
- Hand-outs and stationery (electronic consumables, pencils/paper)
- Learning material
- Simulation models and equipment as described

Human Resource Requirements:

- Facilitator/learner ratio 1 to 15
- Relevant qualifications/experience
- Accredited facilitators and assessors

Legal Requirements:

- Accredited as per QCTO requirements

7.4 Critical Topics to be Assessed Externally for the Practical Skill Module

- None

7.5 Exemptions

- None

SECTION 3C: WORK EXPERIENCE MODULE SPECIFICATIONS

List of Work Experience Module Specifications

COMPONENT	ID	MODULE TITLE	NQF LEVEL	CREDITS
Work Experience	242101-000-00-WM-01	Procedures to evaluate personal capability for performing business consulting services	5	10
Work Experience	242101-000-00-WM-02	Processes and procedures for carrying out and checking due diligence compliance with relevant legislation	6	15
Work Experience	242101-000-00-WM-03	Process to monitor methods of appraisal of business owner, business performance and activities	5	15
Work Experience	242101-000-00-WM-04	Procedures to provide strategic and operational consulting service	6	20
Work Experience	242101-000-00-WM-05	Process to develop and implement a change management framework	5	10
Work Experience	242101-000-00-WM-06	Process and procedures to develop project approach	5	15
Work Experience	242101-000-00-WM-07	Procedures to interpret the influences of key components in the value chain on business efficiency	5	11

Total number of credits for Work Experience Modules: 96

1 242101-000-00-WM-01, Procedures to evaluate personal capability for performing business consulting services, NQF Level 6, Learning Contract Time 12.5 Days (Credits: 10)

1.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to evaluating personal capacity procedures for performing business consulting services.

The learner will be required to be exposed to:

WM-01-WE01 Improve own skills for business consulting service

WM-01-WE02 Develop individual entrepreneurial and ethical characteristics

1.2 Guidelines for Work Experiences

1.2.1 WM-01-WE01: Improve own skills for business consulting service

Scope of Work Experience

- WA0101 Conduct introspection and establish knowledge of self
- WA0102 Find ways to address personal shortcomings by developing a personal development plan
- WA0103 Use professional and ethical methods ensuring personal performance is consistent and aligned to customer needs
- WA0104 Provide a range of relevant consulting services and conduct meetings according to set deliverables
- WA0105 Develop a stakeholder analysis and stakeholder influence matrix
- WA0106 Attend business and networking events
- WA0107 Maintain collaborative relationships with all role players.
- WA0108 Compile various business reports.
- WA0109 Ensure all identified risks are minimised using appropriate methods.
- WA01010 Use relevant techniques when assessing client operational and management performance.
- WA01011 Share information, trends and opinions with others.
- WA01012 Develop and adapt professional consulting service.
- WA01013 Compile an action plan to expand personal professional practices.

Supporting evidence

- SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

1.2.2 WM-01-WE02: Develop individual entrepreneurial and ethical characteristics

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Develop an entrepreneurial character
- WA0202 Acquire support for ideas

- WA0203 Establish work environments that attract talented individuals
- WA0204 Provide the necessary direction and tools
- WA0205 Engage in cultural diversity aspects within work environments

Supporting Evidence

- SE0201 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

1.3 Contextualised Workplace Knowledge

1. Best practices, policies and code of conduct.
2. Ethical and professional principles and concepts
3. Types of business consulting tools
4. Relevant legislation and standards.

1.4 Criteria for Workplace Approval

Physical Requirements:

- Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks
- Tools and equipment to conduct occupational tasks
- The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

Compliant to all relevant National legislation and International Conventions and Regulations
Accredited with relevant authority

1.5 Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

2. 242101-000-00-WM-02, Processes and procedures for carrying out due diligence and checking compliance with relevant legislation, NQF Level 6, Learning Contract Time 18.75 Days (Credits: 15)

2.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to implementing due diligence processes in compliance with relevant legislation within a specific business.

The learner will be required to be exposed to:

WM-02-WE01 Observe and assist a qualified person with the preparation of a plan for a due diligence audit

WM-02-WE02 Conduct due diligence without assistance, but under direct supervision

WM-02-WE03 Record the compliance status without assistance, but under direct supervision

2.2 Guidelines for Work Experiences

2.2.1 WM-02-WE01: Observe and assist a qualified person with the preparation of a plan for due diligence

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Attend a planning meeting
- WA0102 Participate in the discussion of the due diligence audit plan
- WA0103 Establish the scope of the inspection
- WA0104 Confirm time frames
- WA0105 Collect background information
- WA0106 Prepare material and items for due diligence
- WA0107 Draw up plan to ensure readiness

Supporting evidence

- SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

2.2.2 WM-02-WE02: Conduct due diligence without assistance, but under direct supervision of a qualified person

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Introduce yourself to employer
- WA0202 Communicate the purpose and scope of the due diligence evaluation to the employer
- WA0203 Conduct due diligence analysis and review company's ethical code of conduct

WA0204 Identify exceptions

2.2.3 WM-02-WE03: Record the compliance status without assistance, but under direct supervision

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Document findings in required format.
- WA0302 Record recommendations.
- WA0303 Draw up corrective actions for non-compliant areas
- WA0304 Inform client of findings

Supporting Evidence

- SE0301 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

2.3 Contextualised Workplace Knowledge

1. The implications of the relevant laws, rules and statutory requirements
2. Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA)
3. Requirements relating to legal documents and records
4. Labour Relations Act 66 of 1995
5. National Small Business Development Act, 102 of 1996 and National Small Business Amendment Act 28 of 2004 (SBDA)
6. Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)
7. Income Tax Act, 58 of 1962
8. Unemployment Insurance Fund Act 63 of 2001 (UIF)
9. Value Added Tax Act 89 of 1991 (VAT)
10. Companies Act, 71 of 2008
11. The Protection of Personal Information Act, 2013 (POPI)
12. Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA)
13. Occupational Health and Safety Act, 85 of 1993 (OHSA)

2.4 Criteria for Workplace Approval

Physical Requirements:

- Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks
- Tools and equipment to conduct occupational tasks
- The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

Compliant to all relevant National legislation and International Conventions and Regulations

Accredited with relevant authority

2.5 Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

3 242101-000-00-WM-03, Process to monitor methods of appraisal of business owner, business performance and activities, NQF Level 5, Learning Contract Time 18.75 Days (Credit: 15)

3.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to methods of appraisal of business owners, business' performance and activities.

The learner will be required to be exposed to:

WM-03-WE01 Conduct analysis on the owner's performance history

WM-03-WE02 Perform an assessment of the business' performance.

WM-03-WE03 Gather and interpret specific information on corporate governance for the business.

3.2 Guidelines for Work Experiences

3.2.1 WM-03-WE01: Conduct analysis on the owner's performance history

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0101 Select documents to be appraised.

WA0102 Identify assessment instrument to be used.

WA0103 Investigate the personal matters of the owner which may impact the business

WA0104 Assess the owner's private financial behaviour against specific objectives.

WA0105 Evaluate the personal budget behaviour of the owner.

WA0106 Contrast the owner's personal budget to the performance of the business.

Supporting evidence

SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

3.2.2 WM-03-WE02: Perform an assessment of the business' performance.

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0201 Review the financial budget of the business.

WA0202 Gather and analyse the marketing strategies for the business.

WA0203 Collect and interpret the operational status of the business.

WA0204 Produce an appraisal document formulating recommendations based on the findings

Supporting evidence

SE0201 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

3.2.3 WM-03-WE03: Gather and interpret specific information on corporate governance for the business

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Find the principles that underpin the business' ethics, professionalism and code of conduct.
- WA0302 Identify the strengths and weaknesses when comparing the business code of conduct to the principles.
- WA0303 Scrutinise and explain the impact of the implementation of the business' value system.
- WA0304 Produce a plan to commence the improvement of commitment and compliance to the code of ethics in the business.

Supporting Evidence

- SE0301 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

3.3 Contextualised Workplace Knowledge

1. Relevant legislation and regulations
2. Standard operating procedures
3. Information gathering techniques
4. Methods for analysing and monitoring
5. Impact of implementation of business value system
6. Corporate governance principles
7. Effective communication
8. Change management procedures
9. Entrepreneurial and ethical conduct
10. Impact of group dynamics

Supporting Evidence

- SE0401 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

3.3 Contextualised Workplace Knowledge

1. Relevant legislation and regulations
2. Standard operating procedures
3. Information gathering techniques
4. Methods for analysing and monitoring
5. Impact of implementation of business value system
6. Corporate governance principles
7. Effective communication
8. Change management procedures
9. Entrepreneurial and ethical conduct
10. Impact of group dynamics

3.4 Criteria for Workplace Approval

Physical Requirements:

- *Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks*
- *Tools and equipment to conduct occupational tasks*
- *The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.*

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

Compliant to all relevant National legislation and International Conventions and Regulations
Accredited with relevant authority

3.5 Additional Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

4 **242101-000-00-WM-04, Procedures to provide strategic and operational consulting service, NQF Level 5, Learning Contract Time 25 Days (Credits: 20)**

4.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to adding value to the business by delivering strategic and operational consulting services.

The learner will be required to be exposed to:

WM-04-WE01 Negotiate the terms of consulting service with a customer under supervision.

WM-04-WE02 Identify critical success factors of the business, detailing the importance of each against the strategic plan.

WM-04-WE03 Improve strategic and operational goals using financial analysis

WM-04-WE04 Compile a business plan for new business.

WM-04-WE05 Research and analyse marketing strategies and environment

WM-04-WE06 Develop a risk profile and monitor risk mitigation

WM-04-WE07 Complete contract and tender documentation in line with own business offering

4.2 Guidelines for Work Experiences

4.2.1 WM-04-WE01: Negotiate the terms of the consulting service with a customer under supervision

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0101 Examine customer's needs and expectations and define deliverables against specific services to be offered.

WA0102 Compare and interpret customer personal and business requirements.

WA0103 Confirm customer understanding of the services, processes, targets and expected outcomes

WA0104 Draw up contract for business consulting relationship.

WA0105 Maintain collaborative business consulting relationship while maintaining customer relationship within boundaries

WA0106 Use alternative sources of support

WA0107 Communicate strategies and ensure solutions and actions remain the customer's responsibility

WA0108 Encourage customer to enhance their analytical and evaluation capabilities to enhance their own performance

WA0109 Encourage customers to utilize relevant professional advice and support

Supporting Evidence

SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

4.2.2 WM-04-WE02: Identify critical success factors of the business, detailing the importance of each against the strategic plan.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Compare the performance of the business against its strategic objectives
- WA0202 Examine financial status of the business
- WA0203 Compile an action plan addressing improvement implementation
- WA0204 Communicate the outcome of the comparison
- WA0205 Amend action plan as required

Supporting Evidence

- SE0201 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

4.2.3 WM-04-WE03 Improve strategic and operational goals using financial analysis.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Check costing methods used.
- WA0302 Identify the different types of profit in relation to the business.
- WA0303 Compare competitive pricing to effective costing and forecasting of operating the business
- WA0304 Research and identify internal and external factors impacting pricing decisions.
- WA0305 Use ratios to measure:
 - i. Profitability
 - ii. Liquidity
 - iii. Solvency
- WA0306 Draw up a list of recommendations for profitability, liquidity and solvency.
- WA0307 Use ratios to analyse the financial status of the business.
- WA0308 Compile a report on the financial analysis.
- WA0309 Explain the impact of the strategy and budget of the business.
- WA03010 Prepare financial forecasts and determine its viability.

Supporting Evidence

- SE0301 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

4.2.4 WEM-04-WE04 Compile a business plan for new business

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0401 Research and identify internal and external stakeholders and the appropriate networks
- WA0402 Identify locations for suitable potential business
- WA0403 Find sources of finance for the business

- WA0404 Identify business support for finance, strategy and training
WA0405 Draw up a business plan

Supporting Evidence

- SE0401 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

WEM-04-WE-05 Research and analyse marketing strategies and environment

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0501 Contextualise the marketing role within the business
WA0502 Identify the profiles of the market segmentation
WA0503 Communicate strategies for product positioning
WA0504 Establish communication strategies with customers
WA0505 Find methods to provide stakeholder feedback
WA0506 Identify product, price, promotion and people ensuring that it aligns to customer business needs
WA0507 Identify procedures for continuous improvement of the customer experience
WA0508 Evaluate packaging, labelling and/or branding
WA0509 Conduct a market segmentation
WA05010 Conduct analysis of competition and customer performance evaluated against findings
WA05011 Apply SWOT analysis
WA05012 Select rehabilitation projects according to priority and ability to implement within the shortest time frame

WEM-04-WE-06: Develop a risk profile and monitor risk mitigation

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0601 Conduct PESTLE (Politics, Economics, Social, Technology, Legal, Environment) analysis to identify risks
WA0602 Evaluate the following for each risk;
i. Possibility
ii. Rate of impact
iii. Priority of impact
WA0603 Draw up and communicate the contingency plan
WA0604 Examine recommendations for improvements with relevant stakeholders
WA0605 Amend contingency plan

WEM-04-WE 07: Complete contract and tender documentation

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0701	Research and identify relevant sections of information from drawings/plans and the documentation
WA0702	Lodge and resolve disputes and claims aligned to relevant clauses
WA0703	Use project specifications when filling out documentation
WA0704	Evaluate suppliers and Investigate new avenues for value add to obtain tender/contract
WA0705	Check all costing and input on documentation

4.3 Contextualised Workplace Knowledge

1. Ethical and professional principles and concepts
2. Types of business consulting tools
3. Principles of risk management and maintaining objectivity
4. Procedures for delineation of boundaries
5. Basic business principles and evaluation techniques
6. Financial and accounting practices
7. Financial concepts and relationships
8. Financial analysis in making accurate decisions
9. Stakeholder analysis and networking
10. Processes of assessing market positioning and segmentation
11. Methods for improving customer satisfaction levels
12. Business operating procedures
13. Cause and effect principles
14. The implications of the relevant laws, rules and statutory requirements
15. Risk rating and mitigation strategies
16. Methods and techniques for conducting risk assessment
17. Principles of law of contracts
18. Best practices
19. Standard operating procedures
20. Effective communication

4.4 Criteria for Workplace Approval

Physical Requirements:

- *Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks*
- *Tools and equipment to conduct occupational tasks*
- *The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.*

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

Compliant to all relevant National legislation and International Conventions and Regulations

Accredited with relevant authority

4.5 Additional Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

5 242101-000-00-WM-5: Assist in the process to develop and implement a change management framework, NQF Level 5, Learning Contract Time 12.5 Days (Credit: 10)

5.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to promoting, change management framework within work context.

The learner will be required to be exposed to:

WM-05-WE01 Design sustainable change management structure

WM-05-WE02 Promote positive changes through counselling

5.2 Guidelines for Work Experiences

5.2.1 WM-05-WE01: Design sustainable change management structure

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0101 Select relevant change management procedure.

WA0102 Identify and communicate benefits of change to the business.

WA0103 Find ways to overcome challenges to change.

WA0104 Use competencies of effective change agent to effect positive change management.

Supporting Evidence

SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

WM-05-WE02: Promote positive changes through counselling

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0201 Identify major changes.

WA0202 Draw up action plan aligned to needs and objectives .

WA0203 Empower individuals with skills and devices to promote change.

Supporting Evidence

SE0201 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

5.3 Contextualised Workplace Knowledge

1. The South African Constitution
2. The South African Human Bill of Rights
3. Labour Relations Act 66 of 1995
4. Change management practices
5. Models of change management

6. New and unfamiliar working conditions
7. The fundamentals of change management
8. A basic knowledge of diversity
9. Codes of conduct
10. Policies and procedures
11. Ethical practices

5.4 Criteria for Workplace Approval

Physical Requirements:

- *Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks*
- *Tools and equipment to conduct occupational tasks*
- *The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.*

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

- Compliant to all relevant National legislation and International Conventions and Regulations
- Accredited with relevant authority

5.5 Additional Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

6 242101-000-00-WM-6: Process and procedures to develop project implementation approach, NQF Level 5, Learning Contract Time 18.75 Days (Credit: 15)

6.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to develop business consulting project management processes and procedures.

The learner will be required to be exposed to:

- WM-06-WE01 Initiate project management plan.
- WM-06-WE02 Obtain agreement on team rules.
- WM-06-WE03 Confirm physical and virtual surroundings.
- WM-06-WE04 Obtain inputs for business consulting process flow
- WM-06-WE05: Observe and appraise project implementation.

6.2 Guidelines for Work Experiences

6.2.1 WM-06-WE01: Initiate project management plan.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0101 Draw up project management plan.
- WA0102 Introduce and instruct team members aligning to project management plan.
- WA0103 Allocate roles and responsibilities to team members.

Supporting Evidence

- SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

6.2.2 WM-06-WE02: Obtain agreement on team rules.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0201 Compile team charter.
- WA0202 Draw up project procedures and documents.
- WA0203 Put team project control measures in place.

Supporting Evidence

- SE0201 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

6.2.3 WM-06-WE03: Confirm physical and virtual surroundings.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Research and identify resources.

- WA0302 Draw up project register.
- WA0303 Create a safe and secure work environment.

Supporting Evidence

- SE0301 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

6.2.4 WM-06-WE04: Obtain input for business consulting process flow.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0401 Consult with relevant role players.
- WA0402 Gather input and output for the process flow.
- WA0403 Develop the business consulting process
- WA0404 Discuss the process flow with stakeholders

Supporting Evidence

- SE0401 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

6.2.4 WM-06-WE05: Observe and appraise project implementation.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0501 Check on progress of project.
- WA0502 Effect amendments where required.
- WA0503 Assess outcomes against set deliverables
- WA0504 Make adjustments to the project implementation plan.

Supporting Evidence

- SE0501 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

6.3 Contextualised Workplace Knowledge

1. Dynamics of a team.
2. Delegation techniques.
3. Effective communication methods.
4. Information gathering techniques.
5. Impact measuring tools.
6. Knowledge of procedure template design.
7. Cultural sensitivity inclusivity of differently abled persons.
8. Occupational Health and Safety Act, 85 of 1993 (OHSA).
9. Project management techniques.

6.4 Criteria for Workplace Approval

Physical Requirements:

- *Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks*
- *Tools and equipment to conduct occupational tasks*
- *The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.*

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

Compliant to all relevant National legislation and International Conventions and Regulations
Accredited with relevant authority

6.5 Additional Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

7 242101-000-00-WM-7: Procedures to interpret the influences of key components in the value chain on business efficiency, NQF Level 5, Learning Contract Time 13.75 Days (Credit: 11)

7.1 Purpose of the Work Experience Module

The focus of the work experience is on providing the learner an opportunity to gain exposure to interpreting the influences of key components on the value chain for business efficiency.

The learner will be required to be exposed to:

WM-07-WE01 Appraise the main influences within the value chain

WM-07-WE02 Initiate operational relationships and encourage improvements to the management of the value chain

WM-07-WE03 Promote positive developments to value chain

7.2 Guidelines for Work Experiences

7.2.1 WM-07-WE01: Appraise main influences within value chain.

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0101 Evaluate the procurement management function.

WA0102 Assess aspects influencing value chain focusing on the material management function

WA0103 Identify the standards for the design of a strategic value network.

WA0104 Identify gaps and make recommendations

Supporting Evidence

SE0101 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

7.2.2 WM-07-WE02: Initiate operational relationships and encourage improvements to the management of the value chain.

Scope of Work Experience

The person will be expected to engage in the following work activities:

WA0201 Research and identify the suppliers whose relationship impact purchasing contracts

WA0202 Develop, preserve and improve operational relations with relevant role players

WA0203 Suggest enhancements for relationships

WA0204 Evaluate the impact of the suggested enhancements

Supporting Evidence

SE0201 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

7.2.3 WM-07-WE03: Promote positive developments to value chain.

Scope of Work Experience

The person will be expected to engage in the following work activities:

- WA0301 Research best practices in value chain management.
- WA0302 Suggest improvements for value chain management
- WA0303 Draw up processes and procedures for improvements
- WA0304 Ensure compliance to value chain systems.
- WA0305 Inform relevant role players of risks associated with improvement implementation
- WA0306 Support continuous improvements to sustain opportunities

Supporting Evidence

- SE0301 Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.

7.3 Contextualised Workplace Knowledge

1. Value chain theories and processes
2. Relevant legislation and regulation
3. Techniques for analysis, methods and procedures
4. Performance measurement and benchmarking theories and models
5. Planning methods
6. Quality management systems
7. Communication methods and procedures

7.4 Criteria for Workplace Approval

Physical Requirements:

- *Access to all unrestricted areas within the workplace in order for learner to have exposure to all aspects of occupational tasks*
- *Tools and equipment to conduct occupational tasks*
- *The physical resources in terms of tools, equipment, systems, conditions and interfaces that the workplace must have to ensure that learners can participate in all work activities.*

Human Resource Requirements:

- Support from supervising small business consultants
- Workplace coach/mentor: learner ratio 1 to 5

Legal Requirements:

- Compliant to all relevant National legislation and International Conventions and Regulations
- Accredited with relevant authority

7.5 Additional Assignments to be Assessed Externally

Assignment description:

None

Elements to be assessed:

None

Evaluation criteria:

None

SECTION 4: STATEMENT OF WORK EXPERIENCE

Curriculum Number:	
Curriculum Title:	

Learner Details	
Name:	
ID Number:	

Employer Details	
Company Name:	
Address:	
Supervisor Name:	
Work Telephone:	
E-Mail:	

242101-000-00-WM-01, Procedures to evaluate personal capability for performing business consulting services, NQF Level 6, Learning Contract Time 8.5 Days (Credits: 7)

WM-01-WE01	Improve own skills for business consulting service	Date	Signature
Work Activities			
WA0101	Conduct introspection and establish knowledge of self		
WA0102	Find ways to address personal shortcomings by developing a personal development plan		
WA0103	Use professional and ethical methods ensuring personal performance is consistent and aligned to customer needs		
WA0104	Provide a range of relevant consulting services and conduct meetings according to set deliverables		
WA0105	Develop a stakeholder analysis and stakeholder influence matrix		
WA0106	Attend business and networking events		
WA0107	Maintain collaborative relationships with all role players.		
WA0108	Compile various business reports.		

WA0109	Ensure all identified risks are minimised using appropriate methods.		
WA0110	Use relevant techniques when assessing client operational and management performance.		
WA0111	Share information, trends and opinions with others.		
WA0112	Develop and adapt professional consulting service.		
WA0113	Compile an action plan to expand personal professional practices		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-01-WE02	Develop individual entrepreneurial and ethical characteristics	Date	Signature
Work Activities			
WA0201	Develop an entrepreneurial character		
WA0202	Acquire support for ideas		
WA0203	Establish work environments that attract talented individuals		
WA0204	Provide the necessary direction and tools		
WA0205	Engage in cultural diversity aspects within work environments		
Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		

Contextualised Workplace Knowledge			
1	Best practices, policies and code of conduct.		
2	Ethical and professional principles and concepts		
3	Types of business consulting tools		
4	Relevant legislation and standards		

242101-000-00-WM-02, Processes and procedures for carrying out due diligence and checking compliance with relevant legislation, NQF Level 6, Learning Contract Time 10 Days (Credits: 8)

WM-02-WE01	Observe and assist a qualified person with the preparation of a plan for a due diligence audit	Date	Signature
Work Activities			
WA0101	Attend a planning meeting		
WA0102	Participate in the discussion of the due diligence audit plan		
WA0103	Establish the scope of the inspection		
WA0104	Confirm time frames		
WA0105	Collect background information		
WA0106	Prepare material and items for due diligence		
WA0107	Draw up plan to ensure readiness		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-02-WE02	Conduct due diligence without assistance, but under direct supervision of a qualified person	Date	Signature
Work Activities			
WA0201	Introduce yourself to employer		
WA0202	Communicate the purpose and scope of the due diligence evaluation to the employer		
WA0203	Conduct due diligence analysis and review company's ethical code of conduct		
WA0204	Identify exceptions		
Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		

Additional Assignments to be Assessed Externally			
1	None		

WM-02-WE03	Record the compliance status without assistance, but under direct supervision	Date	Signature
Work Activities			
WA0301	Document findings in required format.		
WA0302	Record recommendations.		
WA0303	Draw up corrective actions for non-compliant areas		
WA0304	Inform client of findings		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

Contextualised Workplace Knowledge			
1	The implications of the relevant laws, rules and statutory requirements		
2	Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997) (BCEA)		
3	Requirements relating to legal documents and records		
4	Labour Relations Act 66 of 1995		
5	National Small Business Development Act, 102 of 1996 and National Small Business Amendment Act 28 of 2004 (SBDA)		
6	Broad Based Black Economic Empowerment Act, 53 of 2003 as amended (BBBEEA)		
7	Income Tax Act, 58 of 1962		
8	Unemployment Insurance Fund Act 63 of 2001 (UIF)		
9	Value Added Tax Act 89 of 1991 (VAT)		
10	Companies Act, 71 of 2008		
11	The Protection of Personal Information Act, 2013 (POPI)		

12	Compensation for Occupational Injuries and Diseases Act, 130 of 1993 (COIDA)		
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242101-000-00-WM-03, Process to monitor methods of appraisal of business owner, business performance and activities, NQF Level 5, Learning Contract Time 7.5 Days (Credit: 6)

WM-03-WE01	Conduct analysis on the owner's performance history	Date	Signature
Work Activities			
WA0101	Select documents to be appraised.		
WA0102	Identify assessment instrument to be used.		
WA0103	Investigate the personal matters of the owner which may impact the business		
WA0104	Assess the owner's private financial behaviour against specific objectives.		
WA0105	Evaluate the personal budget behaviour of the owner.		
WA0106	Contrast the owner's personal budget to the performance of the business.		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-03-WE02	Perform an assessment of the business' performance	Date	Signature
Work Activities			
WA0201	Review the financial budget of the business.		
WA0202	Gather and analyse the marketing strategies for the business.		
WA0203	Collect and interpret the operational status of the business.		
WA0204	Produce an appraisal document formulating recommendations based on the findings		
Supporting Evidence			

SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-03-WE03	Gather and interpret specific information on corporate governance for the business	Date	Signature
Work Activities			
WA0301	Find the principles that underpin the business' ethics, professionalism and code of conduct.		
WA0302	Identify the strengths and weaknesses when comparing the business code of conduct to the principles.		
WA0303	Scrutinise and explain the impact of the implementation of the business' value system.		
WA0304	Produce a plan to commence the improvement of commitment and compliance to the code of ethics in the business.		
Supporting Evidence			
SE0301	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

Contextualised Workplace Knowledge			
1	Relevant legislation and regulations		
2	Standard operating procedures		
3	Information gathering techniques		
4	Methods for analysing and monitoring		
5	Impact of implementation of business value system		
6	Corporate governance principles		
7	Effective communication		
8	Change management procedures		
9	Entrepreneurial and ethical conduct		
10	Impact of group dynamics		

242101-000-00-WM-4: Procedures to provide strategic and operational consulting service, NQF Level 5, Learning Contract Time 19 Days (Credits: 15)

WM-04-WE01	Negotiate the terms of the consulting service with a customer under supervision	Date	Signature
Work Activities			
WA0101	Examine customer's needs and expectations and define deliverables against specific services to be offered.		
WA0102	Compare and interpret customer personal and business requirements.		
WA0103	Confirm customer understanding of the services, processes, targets and expected outcomes		
WA0104	Draw up contract for business consulting relationship.		
WA0105	Maintain collaborative business consulting relationship while maintaining customer relationship within boundaries		
WA0106	Use alternative sources of support		
WA0107	Communicate strategies and ensure solutions and actions remain the customer's responsibility		
WA0108	Encourage customer to enhance their analytical and evaluation capabilities to enhance their own performance		
WA0109	Encourage customers to utilize relevant professional advice and support		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-04-WE02	Identify critical success factors of the business, detailing the importance of each against the strategic plan	Date	Signature
Work Activities			
WA0201	Compare the performance of the business against its strategic objectives		

WA0202	Examine financial status of the business		
WA0203	Compile an action plan addressing improvement implementation		
WA0204	Communicate the outcome of the comparison		
WA0205	Amend action plan as required		
Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-04-WE03		Date	Signature
Work Activities			
WA0301	Check costing methods used.		
WA0302	Identify the different types of profit in relation to the business.		
WA0230	Compare competitive pricing to effective costing and forecasting of operating the business		
WA0304	Research and identify internal and external factors impacting pricing decisions.		
WA0305	Use ratios to measure: <ul style="list-style-type: none"> i. Profitability ii. Liquidity iii. Solvency 		
WA0306	Draw up a list of recommendations for profitability, liquidity and solvency.		
WA0307	Use ratios to analyse the financial status of the business.		
WA0308	Compile a report on the financial analysis.		
WA0309	Explain the impact of the strategy and budget of the business.		
WA0310	Prepare financial forecasts and determine its viability.		
Supporting Evidence			
SE0301	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-04-WE04		Date	Signature
Work Activities			
WA0401	Research and identify internal and external stakeholders and the appropriate networks		
WA0402	Identify locations for suitable potential business		
WA0403	Find sources of finance for the business		
WA0404	Identify business support for finance, strategy and training		
WA0405	Draw up a business plan		
Supporting Evidence			
SE0401	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-04-WE05		Date	Signature
Work Activities			
WA0501	Contextualise the marketing role within the business		
WA0502	Identify the profiles of the market segmentation		
WA0503	Communicate strategies for product positioning		
WA0504	Establish communication strategies with customers		
WA0505	Find methods to provide stakeholder feedback		
WA0506	Identify product, price, promotion and people ensuring that it aligns to customer business needs		
WA0507	Identify procedures for continuous improvement of the customer experience		
WA0508	Evaluate packaging, labelling and/or branding		
WA0509	Conduct a market segmentation		
WA0510	Conduct analysis of competition and customer performance evaluated against findings		
WA0511	Apply SWOT analysis		
WA0512	Select rehabilitation projects according to priority and ability to implement within the shortest time frame		

Supporting Evidence			
SE0501	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-04-WE06		Date	Signature
Work Activities			
WA0601	Conduct PESTLE (Politics, Economics, Social, Technology, Legal, Environment) analysis to identify risks		
WA0602	Evaluate the following for each risk; I. Possibility II. Rate of impact III. Priority of impact		
WA0603	Draw up and communicate the contingency plan		
WA0604	Examine recommendations for improvements with relevant stakeholders		
WA0605	Amend contingency plan		
Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-04-WE07	Complete contract and tender documentation	Date	Signature
Work Activities			
WA0701	Research and identify relevant sections of information from drawings/plans and the documentation		
WA0702	Lodge and resolve disputes and claims aligned to relevant clauses		
WA0703	Use project specifications when filling out documentation		
WA0704	Evaluate suppliers and Investigate new avenues for value add to obtain tender/contract		
WA0705	Check all costing and input on documentation		

Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

Contextualised Workplace Knowledge			
1	Ethical and professional principles and concepts		
2	Types of business consulting tools		
3	Principles of risk management and maintaining objectivity		
4	Procedures for delineation of boundaries		
5	Basic business principles and evaluation techniques		
6	Financial and accounting practices		
7	Financial concepts and relationships		
8	Financial analysis in making accurate decisions		
9	Stakeholder analysis and networking		
10	Processes of assessing market positioning and segmentation		
11	Methods for improving customer satisfaction levels		
12	Business operating procedures		
13	Cause and effect principles		
14	The implications of the relevant laws, rules and statutory requirements		
15	Risk rating and mitigation strategies		
16	Methods and techniques for conducting risk assessment		
17	Principles of law of contracts		
18	Best practices		
19	Standard operating procedures		
20	Effective communication		

242101-000-00-WM-5: Assist in the process to develop and implement a change management framework, NQF Level 5, Learning Contract Time 10 Days (Credit: 8)

WM-05-WE01	Design sustainable change management structure	Date	Signature
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Work Activities			
WA0101	Select relevant change management procedure.		
WA0102	Identify and communicate benefits of change to the business.		
WA0103	Find ways to overcome challenges to change.		
WA0104	Use competencies of effective change agent to effect positive change management		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-05-WE02	Promote positive changes through counselling	Date	Signature
Work Activities			
WA0201	Identify major changes.		
WA0202	Draw up action plan aligned to needs and objectives .		
WA0203	Empower individuals with skills and devices to promote change		
Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

Contextualised Workplace Knowledge			
1	The South African Constitution		
2	The South African Human Bill of Rights		
3	Labour Relations Act 66 of 1995		
4	Change management practices		
5	Models of change management		
6	New and unfamiliar working conditions		
7	The fundamentals of change management		
8	A basic knowledge of diversity		
9	Codes of conduct		
10	Policies and procedures		

11	Ethical practices		
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242101-000-00-WM-6: Process and procedures to develop project implementation approach, NQF Level 5, Learning Contract Time 12.5 Days (Credit: 10)

WM-06-WE01	Initiate project management plan	Date	Signature
Work Activities			
WA0101	Draw up project management plan.		
WA0102	Introduce and instruct team members aligning to project management plan.		
WA0103	Allocate roles and responsibilities to team members		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-06-WE02	Obtain agreement on team rules	Date	Signature
Work Activities			
WA0201	Compile team charter.		
WA0202	Draw up project procedures and documents.		
WA0203	Put team project control measures in place		
Supporting Evidence			
SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-06-WE03		Date	Signature
Work Activities			
WA0301	Research and identify resources.		
WA0302	Draw up project register.		
WA0303	Create a safe and secure work environment		
Supporting Evidence			

SE0301	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-06-WE04		Date	Signature
Work Activities			
WA0401	Consult with relevant role players.		
WA0402	Gather input and output for the process flow.		
WA0403	Develop the business consulting process		
WA0404	Discuss the process flow with stakeholders		
Supporting Evidence			
SE0401	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-06-WE05		Date	Signature
Work Activities			
WA0501	Check on progress of project.		
WA0502	Effect amendments where required.		
WA0503	Assess outcomes against set deliverables		
WA0504	Make adjustments to the project implementation plan		
Supporting Evidence			
SE0501	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

Contextualised Workplace Knowledge			
1	Dynamics of a team.		
2	Delegation techniques.		
3	Effective communication methods.		
4	Information gathering techniques.		

5	Impact measuring tools.		
6	Knowledge of procedure template design.		
7	Cultural sensitivity inclusivity of differently abled persons.		
8	Occupational Health and Safety Act, 85 of 1993 (OHSA).		
9	Project management techniques.		

242101-000-00-WM-6: Procedures to interpret the influences of key components in the value chain on business efficiency, NQF Level 5, Learning Contract Time 6 Days (Credit: 5)

WM-06-WE01	Appraise main influences within value chain	Date	Signature
Work Activities			
WA0101	Evaluate the procurement management function.		
WA0102	Assess aspects influencing value chain focusing on the material management function		
WA0103	Identify the standards for the design of a strategic value network.		
WA0104	Identify gaps and make recommendations		
Supporting Evidence			
SE0101	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-06-WE02	Initiate operational relationships and encourage improvements to the management of the value chain	Date	Signature
Work Activities			
WA0201	Research and identify the suppliers whose relationship impact purchasing contracts		
WA0202	Develop, preserve and improve operational relations with relevant role players		
WA0203	Suggest enhancements for relationships		
WA0204	Evaluate the impact of the suggested enhancements		
Supporting Evidence			

SE0201	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

WM-06-WE03		Date	Signature
Work Activities			
WA0301	Research best practices in value chain management.		
WA0302	Suggest improvements for value chain management		
WA0303	Draw up processes and procedures for improvements		
WA0304	Ensure compliance to value chain systems.		
WA0305	Inform relevant role players of risks associated with improvement implementation		
WA0306	Support continuous improvements to sustain opportunities		
Supporting Evidence			
SE0301	Signed documentary evidence from supervisor / mentor for all required work activities such as logbooks and job instructions.		
Additional Assignments to be Assessed Externally			
1	None		

Contextualised Workplace Knowledge			
1	Value chain theories and processes		
2	Relevant legislation and regulation		
3	Techniques for analysis, methods and procedures		
4	Performance measurement and benchmarking theories and models		
5	Planning methods		
6	Quality management systems		
7	Communication methods and procedures		