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**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**BUSINESS MANAGER**

**LEVEL 5**



TVET CDACC

P.O. BOX 15745-00100

NAIROBI

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# FOREWORD

The provision of quality education and training is fundamental to the Government’s overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya’s development blueprint, Vision 2030 and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned to the Constitution of Kenya 2010 and this resulted in the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Business Management level 5. These Occupational Standards will also be the basis for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the Business sector’s growth and development.

**PRINCIPAL SECRETARY**

**VOCATIONAL AND TECHNICAL TRAINING**

**MINISTRY OF EDUCATION**

# PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 14 of 2012 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labor force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in conjunction with Business Management Sector Skills Advisory Committee SSAC have developed these Occupational Standards for Business Manager. These standards will be the bases for development of competency-based curriculum for Business Management Level 5.

The Occupational Standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, Business management SSAC, expert workers and all those who participated in the development of these Occupational Standards.

**CHAIRPERSON, TVET CDACC**

# ACKNOWLEDGMENT

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Business Management Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I thank all the individuals and organizations who participated in the validation of these Standards.

I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

**CHAIRPERSON**

**BUSINESS MANAGEMENT SECTOR SKILLS ADVISORY COMMITTEE**

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**ABBREVIATIONS AND ACRONYMS**

A Control version

AIDS Acquired Immunodeficiency Syndrome

BC Basic Competency

BUS Business

BM Business Management

CBET Competency Based Education and Training

CC Common Competency

CDACC Curriculum Development Assessment Certification Council

CEO Council Secretary

CPU Central Processing Unit

CR Core Unit

CRM Customer Relationship Management

CSR Corporate Social Responsibility

ERM Enterprise Resource Management

ERP Enterprise Resource Planning

HR Human Resource

HIV Acquired Immunodeficiency Virus

ICT Information Communication Technology

IPR Intellectual Properties Rights

ISO International Standards Organization

OS Occupational Standard

OSH Occupational Safety and Health

PESTEL Political Environmental Social Technological Economic Legal

PPE Personal Protective Equipment

PR Public Relations

QMS Quality Management System

SOPStandard Operating Procedure

SSAC Sector Skills Advisory Committee

SWOT Strength Weakness Opportunity Threat

TVET Technical and Vocational Education and Training

## 

# KEY TO UNIT CODE

**BUS /OS /BM /BC /01/ 5/A**

Industry or sector

Occupational Standard

Occupational area

Type of competency

Competency number

Competency level

Version control

# COURSE DESCRIPTION

This course is designed to equip an individual with competencies for business management. It involves coordinating human resources functions, maintaining customer experience, carrying out corporate image strategies, maintaining business assets and liabilities, controlling business risks and coordinating information communications technology (ICT).

This course consists of the following basic, common and core units of competency:

**Basic Units of Competency**

| **Unit Code** | **Unit Title** |
| --- | --- |
| BUS/OS/BM/BC/01/5/A | Demonstrate Communication Skills |
| BUS/OS/BM/BC/02/5/A | Demonstrate Numeracy Skills |
| BUS/OS/BM/BC/03/5/A | Demonstrate Digital Literacy |
| BUS/OS/BM/BC/04/5/A | Demonstrate Entrepreneurial Skills |
| BUS/OS/BM/BC/05/5/A | Demonstrate Employability Skills |
| BUS/OS/BM/BC/06/5/A | Demonstrate Environmental Literacy |
| BUS/OS/BM/BC/07/5/A | Demonstrate Occupational Safety and Health Practices |

**Common Units of Competency**

|  |  |
| --- | --- |
| **Unit Code** | **Unit Title** |
| **BUS/OS/CC/BM/BC/01/5/A** | Manage Business Research and Development |

**Core Units of Competency**

| **Unit Code** | **Unit Title** |
| --- | --- |
| BUS/OS/CR/BM/CR/01/5/A | [Coordinate Human Resources Functions](#_Toc523302306) |
| BUS/OS/CR/BM/CR/02/5/A | [Maintain Customer Experience](#_Toc523302307) |
| BUS/OS/CR/BM/CR/03/5/A | [Carry Out Corporate Image Strategies](#_Toc523302308) |
| BUS/OS/CR/BM/CR/04/5/A | [Maintain Business Assets and Liabilities](#_Toc523302309) |
| BUS/OS/CR/BM/CR/05/5/A | Control Business Risks |
| BUS/OS/CR/BM/CR/06/5/A | [Ccoordinate Information Communications Technology (ICT)](#_Toc523302311) |

# BASIC UNITS OF COMPETENCY

# DEMONSTRATE COMMUNICATION SKILLS

**UNIT CODE: BUS/OS/BM/BC/01/5/A**

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, contributing to the development of communication strategies, conducting workplace interviews, facilitating group discussions and representing the organisation

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Meet communication needs of clients and colleagues | 1. Specific communication needs of clients and colleagues are identified and met based on workplace requirements 2. Different communication approaches are identified and applied according to clients’ needs 3. Conflict is identified and addressed as per the standards of the organization |
| 1. Contribute to the development of communication strategies | 1. Strategies for internal and external dissemination of information are developed, promoted, implemented and reviewed as per organizations’ strategic plan 2. Channels of communication are established and reviewed based on the workplace needs 3. Communication training needs are identified and provided according to SOPs 4. Work related network and relationship are maintained based on workplace requirements 5. Negotiation and conflict resolution strategies are maintained as per the workplace procedures |
| 1. Conduct workplace interviews | 1. ***Communication strategies*** are identified and employed in ***interview situations*** based on workplace requirements 2. Records of interviews are made and maintained in accordance with organizational procedures 3. Effective questioning, listening and nonverbal communication techniques are used based on needs |
| 1. Facilitate group discussions | 1. Mechanisms to enhance ***effective group interaction*** are identified and implemented according to workplace requirements 2. Strategies to encourage group participation are identified and used as per organizations’ procedures 3. Meetings objectives and agenda are set and followed based on workplace requirements 4. Relevant information is provided and feedback obtained according to set protocols 5. Evaluation of group communication strategies is undertaken in accordance with workplace guidelines 6. Specific communication needs of individuals are identified and addressed as per individual needs |
| 1. Represent the organization | 1. Relevant presentation are researched and presented based on internal or external communication forums requirements Presentation is delivered in a clear and sequential manner as per the predetermined time 2. Presentation is made as per appropriate media 3. Difference views are respected based on workplace procedures 4. Written communication is done as per organizational standards 5. Inquiries are responded according to organizational standard |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Communication strategies may include but not limited to: | * Language switch * Comprehension check * Repetition * Asking confirmation * Paraphrase * Clarification request * Translation * Restructuring * Approximation * Generalization |
| 1. Effective group interaction may include but not limited to: | * Identifying and evaluating what is occurring within an interaction in a non-judgmental way * Using active listening * Making decision about appropriate words, behavior * Putting together response which is culturally appropriate * Expressing an individual perspective * Expressing own philosophy, ideology and background and exploring impact with relevance to communication * Openness and flexibility in communication |
| 1. Interview situations may include but not limited to: | * Establishing rapport * Eliciting facts and information * Facilitating resolution of issues * Developing action plans * Diffusing potentially difficult situations |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Active listening
* Giving/receiving feedback
* Interpretation of information
* Role boundaries setting
* Negotiation
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Communication process
* Dynamics of groups and different styles of group leadership
* Communication skills relevant to client groups
* Flexibility in communication

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Met communication needs of clients and colleagues 2. Contributed to the development of communication strategies 3. Conducted interviews 4. Facilitated group discussions 5. Represented the organization |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed   1. On the job 2. Off the job 3. During industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE NUMERACY SKILLS

**UNIT CODE:** **BUS/OS/BM/BC/02/5/A**

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate numeracy skills. it involves calculating with whole numbers and familiar fractions, decimals, and percentages for work estimating, measuring, and calculating with routine metric measurements for work, using routine maps and plans for work, interpreting, drawing and constructing 2D and 3D shapes for work, interpreting routine tables, graphs and charts for work, collecting data and constructing routine tables and graphs for work and using basic functions of calculator.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Calculate with whole numbers and familiar fractions, decimals and percentages for work | 1. Mathematical information that may be partly embedded in routine workplace tasks and texts is selected and interpreted as per SOPs 2. Whole numbers and routine or familiar fractions, decimals and percentages including familiar rates are interpreted and comprehended as per SOPs 3. Calculations which may involve a number of steps are performed as per SOPs 4. Calculations done with whole numbers and routine or familiar fractions, decimals and percentages as per SOPs 5. Conversion between equivalent forms of fractions, decimals and percentages is done as per SOPs 6. Order of operations is applied to solve multi-step calculations as per SOPs 7. Problem solving strategies are appropriately applied as per SOPs 8. Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task as per SOPs 9. Formal and informal mathematical language and symbolism are used to communicate the result of the task as per SOPs. |
| 2. Estimate, measure, and calculate with routine metric measurements for work | 1. Measurement information in workplace tasks and texts are selected and interpreted in accordance with workplace requirements 2. Appropriate routine measuring equipment are identified and selected in accordance with workplace requirements 3. Measurements are estimated and made using correct units as per measurement manuals. 4. Estimations and calculations done as per routine measurements 5. Conversions performed routinely as per metric units 6. Problem solving processes are used to undertake the tasks as per workplace procedures. 7. Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task as per workplace procedures 8. Information is recorded using mathematical language and symbols appropriate to discuss the task as per workplace procedures. |
| 3. Use routine maps and plans for work | 1. Features are identified in routine maps and plans as per SOPs 2. Symbols and keys in routine maps and plans are clearly explained as per SOPs 3. Orientation of map to North is identified and interpreted as per SOPs 4. Understanding of direction and location is clearly demonstrated as per SOPs 5. Simple scale is applied to estimate length of objects, or distance to location or object as per SOPs 6. Directions are given and received using both formal and informal language as per SOPs |
| 4. Interpret, draw and construct 2D and 3D shapes for work | 1. Two dimensional shapes and routine three dimensional shapes identified in everyday objects and in different orientations in accordance with job specifications 2. The use and application of shapes elaborately explained as per SOPs 3. Formal and informal mathematical language and symbols used to describe and compare the features of two dimensional shapes and routine three dimensional shapes as per workplace procedures. 4. Common angles identified in accordance with SOPs 5. Common angles in everyday objects are appropriately estimated as per SOPs 6. Formal and informal mathematical language are used to describe and compare common angles as per workplace procedures. 7. Common geometric instruments used to draw two dimensional shapes as per SOPs 8. Routine three dimensional objects constructed from given nets as per SOPs. |
| 5. Interpret routine tables, graphs and charts for work | 1. Routine tables, graphs and charts identified in predominately familiar texts and contexts as per tables and graph manuals 2. Common types of graphs and their different uses identified as per SOPs 3. Features of tables, graphs and charts identified as per workplace procedures 4. Information in routine tables, graphs and charts located and interpreted as per workplace procedures 5. Calculations are perform to interpret information as per SOPs 6. How statistics can inform and persuade interpretations is explained as per SOPs 7. Misleading statistical information is identified as per workplace procedures. 8. Information relevant to the workplace is discussed as per workplace procedures. |
| 6. Collect data and construct routine tables and graphs for work | 1. Features of common tables and graphs identified as per SOPs 2. Uses of ***different tables and graphs*** identified as per job specifications 3. Data and variables to be collected are determined as per workplace procedures. 4. The audience is determined as per the workplace procedures 5. Method of data collection is select as per job requirement 6. Data is collected as per SOPs 7. Information is collated in a table as per SOPs 8. Suitable scale and axes determined as per job specifications 9. Graph to present information is drafted and drawn as per SOPs 10. Data checked to ensure that it meets the expected results and context as per workplace procedures 11. Information is reported or discussed using formal and informal mathematical language as per workplace procedures |
| 7. Use basic functions of calculator | * 1. Keys are identified and used for ***basic functions on a calculator*** as per SOPs   2. Calculation is done using whole numbers, money and routine decimals and percentages as per SOPs   3. Calculation done with routine fractions and percentages as per SOPs   4. Order of operations is applied to solve multi-step calculations as per SOPs   5. Results are interpreted, displayed and recorded as per workplace procedures   6. Estimations are made to check reasonableness of problem solving process, outcome and its appropriateness to the context and task as per workplace procedures   7. Formal and informal mathematical language and appropriate symbolism and conventions used to communicate the result of the task as per workplace procedures. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Use basic functions of calculator may include but not limited to: | * Addition * Multiplication * Calculate ratios * Conversion of ratios into percentages |
| 1. Different tables and graphs may include but not limited to: | * Bar Graphs * Flow Charts * Pie Charts * Pictograph * Line Graphs * Time Series Graphs * Stem and Leaf Plot * Histogram * Dot Plot * Scatter plot |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Measuring
* Logical thinking
* Computing
* Drawing of graphs
* Applying mathematical formulas
* Analytical

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Types of common shapes
* Differentiation between two dimensional shapes / objects
* Formulae for calculating area and volume
* Types and purpose of measuring instruments
* Units of measurement and abbreviations
* Fundamental operations (addition, subtraction, division, multiplication)
* Rounding techniques
* Types of fractions
* Different types of tables and graphs
* Meaning of graphs, such as increasing, decreasing, and constant value
* Preparation of basic data, tables & graphs

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Calculated correctly with whole numbers and routine or familiar fractions, decimals and percentages 2. Estimated, measured and calculated with routine metric measurements 3. Applied simple scale to estimate length of objects or distance to location or object 4. Used formal and informal mathematical language to describe and compare common angles 5. Used common geometric instruments to draw two dimensional shapes 6. Collected data and constructed routine tables and graphs 7. Used basic functions of calculator correctly |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace or appropriately simulated environment where assessment can take place 2. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed in:   1. On the job 2. Off the job 3. Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE DIGITAL LITERACY

**UNIT CODE: BUS/OS/BM/BC/03/5/A**

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate digital literacy. It involves identifying appropriate computer software and hardware, applying security measures to data, hardware, software in automated environment, applying computer software in solving tasks, applying internet and email in communication at workplace, applying desktop publishing in official assignment and preparing presentation packages**.**

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Identify appropriate computer software and hardware | 1. Concepts of ICT are determined in accordance with computer equipment 2. Classifications of computers are determined in accordance with manufacturers specification 3. ***Appropriate computer software*** is identified according to manufacturer’s specification 4. ***Appropriate computer hardware*** is identified according to manufacturer’s specification 5. Functions and commands ofoperating system are determined in accordance withmanufacturer’s specification |
| 1. Apply security measures to data, hardware, software in automated environment | 1. ***Data security and privacy are classified*** in accordance with the prevailing technology 2. ***Security threats*** areidentified, **and *control measures*** are applied in accordance with laws governing protection of ICT 3. Computer threats and crimes are detected in accordance with Information security management guidelines 4. Protection against computer crimes is undertaken in accordance with laws governing protection of ICT |
| 1. Apply computer software in solving tasks | 1. ***Word processing concepts***are applied in resolving workplace tasks, report writing and documentation as per job requirements 2. ***Word processing utilities*** are applied in accordance with workplace procedures 3. Worksheet layout is prepared in accordance with work procedures 4. Worksheet is build and data manipulated in the worksheet in accordance with workplace procedures 5. Continuous data manipulated on worksheet is undertaken in accordance with work requirements 6. Database design and manipulation is undertaken in accordance with office procedures 7. Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures |
| 1. Apply internet and email in communication at workplace | 1. Electronic mail addresses are opened and applied in workplace communication in accordance with office policy 2. Office internet functions are defined and executed in accordance with office procedures 3. ***Network configuration*** is determined in accordance with office operations procedures 4. Official World Wide Web is installed and managed according to workplace procedures |
| 1. Apply desktop publishing in official assignments | 1. Desktop publishing functions and tools are identified in accordance with manufactures specifications 2. Desktop publishing tools are developed in accordance with work requirements 3. Desktop publishing tools are applied in accordance with workplace requirements 4. Typeset work is enhanced in accordance with workplace standards |
| 1. Prepare presentation packages | 1. Types of presentation packages are identified in accordance with office requirements 2. Slides are created and formulated in accordance with workplace procedures 3. Slides are edited and run in accordance with work procedures 4. Slides and handouts are printed according to work requirements |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Appropriate computer hardware may include but not limited to: | * Computer case * Monitor * keyboard * mouse |
| 1. Data security and privacy may include but not limited to: | * Confidentiality of data * Cloud computing * Integrity -but-curious data surfing |
| 1. Security and control measures may include but not limited to: | * Counter measures against cyber terrorism * Risk reduction * Cyber threat issues * Risk management * Pass wording |
| 1. Security threats may include but not limited to: | * Cyber terrorism * Hacking |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical skills
* Interpretation
* Typing
* Communication
* Basic ICT skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Software concept
* Functions of computer software and hardware
* Data security and privacy
* Computer security threats and control measures
* Technology underlying cyber-attacks and networks
* Cyber terrorism
* Computer crimes
* Detection and protection of computer crimes
* Laws governing protection of ICT
* Microsoft suite

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified and controlled security threats 2. Detected and protected computer crimes 3. Applied word processing in office tasks 4. Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures 5. Opened electronic mail for office communication as per workplace procedure 6. Installed internet and World Wide Web for office tasks in accordance with office procedures 7. Integrated emerging issues in computer ICT applications 8. Applied laws governing protection of ICT |
| 1. Resource Implications | 1. Tablets 2. Laptops 3. Desktop computers 4. Calculators 5. Internet 6. Smart phones 7. Operation Manuals |
| 1. Methods of Assessment | Competency may be assessed through:   1. Written Test 2. Observation 3. Practical assignment 4. Interview/Oral Questioning |
| 1. Context of Assessment | Competency may be assessed in:   1. Off the job 2. On the job setting 3. Industrial attachment |
| 5. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE ENTREPRENEURIAL SKILLS

**UNIT CODE : BUS/OS/BM/BC/04/5/A**

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate entrepreneurial skills. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT** | **PERFORMANCE CRITERIA** |
| 1. Demonstrate understanding of an Entrepreneur | 1. Entrepreneurs and Businesspersons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship |
| 1. Demonstrate understanding of Entrepreneurship and self-employment | 1. Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship 2. Importance of self-employment is analysed based on business procedures and strategies 3. ***Requirements for entry into self-employment*** are identified according to business procedures and strategies 4. Role of an Entrepreneur in business is determined according to business procedures and strategies 5. Contributions of Entrepreneurs to National development are identified as per business procedures and strategies 6. Entrepreneurship culture in Kenya is explored as per business procedures and strategies 7. Born or made Entrepreneurs are distinguished as per entrepreneurial traits |
| 1. Identify Entrepreneurship opportunities | 1. Sources of business ideas are identified as per business procedures and strategies 2. Business ideas and opportunities are generated as per business procedures and strategies 3. Business life cycle is analysed as per business procedures and strategies 4. Legal aspects of business are identified as per procedures and strategies 5. Product demand is assessed as per market strategies 6. Types of ***business environment*** are identified and evaluated as per business procedures 7. Factors to consider when evaluating business environment are explored based on business procedure and strategies 8. Technology in business is incorporated as per best practice |
| 1. Create entrepreneurial awareness | 1. ***Forms of businesses*** are explored as per business procedures and strategies 2. Sources of business finance are identified as per business procedures and strategies 3. Factors in selecting source of business finance are identified as per business procedures and strategies 4. ***Governing policies*** on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies 5. Problems of starting and operating SSEs are explored as per business procedures and strategies |
| 1. Apply entrepreneurial motivation | 1. ***Internal and external motivation*** factors are determined in accordance with motivational theories 2. Self-assessment is carried out as per entrepreneurial orientation 3. Effective communications are carried out in accordance with communication principles 4. Entrepreneurial motivation is applied as per motivational theories |
| 1. Develop innovative business strategies | 1. Business innovation strategies are determined in accordance with the organization strategies 2. Creativity in business development is demonstrated in accordance with business strategies 3. ***Innovative business strategies*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Identified Business is described as per business procedures and strategies 2. Marketing plan is developed as per business plan format 3. Organizational/Management plan is prepared in accordance with business plan format 4. Production/operation plan in accordance with business plan format 5. Financial plan is prepared in accordance with the business plan format 6. Executive summary is prepared in accordance with business plan format 7. Business plan is presented as per best practice |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| 1. **Variable** | **Range** |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Internal and external motivation may include but not limited to: | * Interest * Passion * Freedom * Prestige * Rewards * Punishment * Enabling environment * Government policies |
| 1. Business environment may include but not limited to: | * External * Internal * Intermediate |
| 1. Forms of businesses may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Governing policies may include but not limited to: | * Increasing scope for finance * Promoting cooperation between entrepreneurs and private sector * Reducing regulatory burden on entrepreneurs * Developing IT tools for entrepreneurs |
| 1. Innovative business strategies may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical
* Management
* Problem-solving
* Root-cause analysis
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Decision making
* Business communication
* Change management
* Competition
* Risk
* Net working
* Time management
* Leadership
* Factors affecting entrepreneurship development
* Principles of Entrepreneurship
* Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
* Conflict resolution
* Health, safety and environment (HSE) principles and requirements
* Customer care strategies
* Basic financial management
* Business strategic planning
* Impact of change on individuals, groups and industries
* Government and regulatory processes
* Local and international market trends
* Product promotion strategies
* Market and feasibility studies
* Government and regulatory processes
* Local and international business environment
* Relevant developments in other industries
* Regional/ County business expansion strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Distinguished entrepreneurs and business persons correctly 2. Identified ways of becoming an entrepreneur appropriately 3. Explored factors affecting entrepreneurship development appropriately 4. Analysed importance of self-employment accurately 5. Identified requirements for entry into self-employment correctly 6. Identified sources of business ideas correctly 7. GeneratedBusiness ideas and opportunities correctly 8. Analysed business life cycle accurately 9. Identified legal aspects of business correctly 10. Assessed product demand accurately 11. Determined Internal and external motivation factors appropriately 12. Carried out communications effectively 13. Identified sources of business finance correctly 14. Determined Governing policy on small scale enterprise appropriately 15. Explored problems of starting and operating SSEs effectively 16. Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly 17. Prepared executive summary correctly 18. Determined business innovative strategies appropriately 19. Presented business plan effectively |
| 1. Resource Implications | 1. The following resources should be provided: 2. Access to relevant workplace where assessment can take place 3. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | 1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE EMPLOYABILITY SKILLS

**UNIT CODE: BUS/OS/BM/BC/05/5/A**

**Unit Description**

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading small teams, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing workplace ethics.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Conduct self-management | 1. Personal vision, mission and goals are formulated based on potential and in relation to organization objectives 2. Emotional intelligence is demonstrated as per workplace requirements. 3. Individual performance is evaluated and monitored according to the agreed targets. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for own actions are demonstrated based on workplace instructions. 6. Self-esteem and a positive self-image are developed and maintained based on values. 7. Time management, attendance and punctuality are observed as per the organization policy. 8. Goals are managed as per the organization’s objective 9. Self-strengths and weaknesses are identified based on personal objectives |
| 1. Demonstrate interpersonal communication | 1. Writing skills are demonstrated as per communication policy 2. Negotiation and persuasion skills are demonstrated as per communication policy 3. Internal and external stakeholders’ needs are identified and interpreted as per the communication policy 4. Communication networks are established based on workplace policy 5. Information is shared as per communication policy |
| 1. Demonstrate critical safe work habits | 1. Stress is managed in accordance with workplace policy. 2. Punctuality and time consciousness is demonstrated in line with workplace policy. 3. Personal objectives are integrated with organization goals based on organization’s strategic plan. 4. ***Resources*** are utilized in accordance with workplace policy. 5. Work priorities are set in accordance to workplace goals and objectives. 6. Leisure time is recognized and utilized in line with personal objectives. 7. ***Drugs and substances of abuse*** are identified and avoided based on workplace policy. 8. HIV and AIDS prevention awareness is demonstrated in line with workplace policy. 9. Safety consciousness is demonstrated in the workplace based on organization safety policy. 10. ***Emerging issues*** are identified and dealt with in accordance with organization policy. |
| 1. Lead small teams | 1. Performance targets for the ***team*** are set based on organization’s objectives 2. Duties are assigned in accordance with the organization policy. 3. ***Forms of communication*** in a team are established according to organization’s policy. 4. Team performance is evaluated based on set targets as per workplace policy. 5. Conflicts are resolved between team members in line with organization policy. 6. Gender related issues are identified and mainstreamed in accordance workplace policy. 7. Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010. 8. Healthy relationships are developed and maintained in line with workplace. |
| 1. Plan and organize work | 1. Task requirements are identified as per the workplace objectives 2. Task is interpreted in accordance with safety (OHS ), environmental requirements and quality requirements 3. Work activity is organized with other involved personnel as per the SOPs 4. Resources are mobilized, allocated and utilized to meet project goals and deliverables. 5. Work activities are monitored and evaluated in line with organization procedures. 6. Job planning is documented in accordance with workplace requirements. 7. Time is managed achieve workplace set goals and objectives. |
| 1. Maintain professional growth and development | 1. Personal training needs are identified and assessed in line with the requirements of the job. 2. ***Training and career opportunities*** are identified and utilized based on job requirements. 3. Resources for training are mobilized and allocated based organizations and individual skills needs. 4. Licensees and certifications relevant to job and career are obtained and renewed as per policy. 5. Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives. 6. Recognitions are sought as proof of career advancement in line with professional requirements. |
| 1. Demonstrate workplace learning | 1. Learning opportunities are sought and managed based on job requirement and organization policy. 2. Improvement in performance is demonstrated based on courses attended. 3. Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job 4. Time and effort is invested in learning new skills based on job requirements 5. Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy. 6. New systems are developed and maintained in accordance with the requirements of the job. 7. Awareness of personal role in workplace ***innovation*** is demonstrated based on requirements of the job. |
| 1. Demonstrate problem solving skills | 1. Creative, innovative and practical solutions are developed based on the problem 2. Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job. 3. Team problems are solved as per the workplace guidelines 4. Problem solving strategies are applied as per the workplace guidelines 5. Problems are analyzed and assumptions tested as per the context of data and circumstances |
| 1. Demonstrate workplace ethics | 1. Policies and guidelines are observed as per the workplace requirements 2. Self-worth and professionalism is exercised in line with personal goals and organizational policies 3. Code of conduct is observed as per the workplace requirements 4. Integrity is demonstrated as per legal requirement |

**RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Range** | **Variable** |
| 1. Drug and substance abuse may include but not limited to: | * Commonly abused * Alcohol * Tobacco * Miraa * Over-the-counter drugs * Cocaine * Bhang * Glue |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Forms of communication may include but not limited to: | * Written * Visual * Verbal * Non verbal * Formal and informal |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group |
| 1. Personal growth may include but not limited to: | |  | | --- | | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance | |
| 1. Personal objectives may include but not limited to: | * Long term * Short term * Broad * Specific |
| 1. Trainings and career opportunities may include but not limited to | * Participation in training programs * Technical * Supervisory * Managerial * Continuing Education * Serving as Resource Persons in conferences and workshops |
| 1. Resource may include but not limited to: | * Human * Financial * Hardware * Software |
| 1. Innovation may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |
| 1. Emerging issues may include but not limited to: | * Terrorism * Social media * National cohesion * Open offices |
| 1. Range of media for learning may include but not limited to: | * Mentoring * peer support and networking * IT and courses |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Critical thinking
* Observation
* Organizing
* Negotiation
* Monitoring
* Evaluation
* Record keeping
* Problem solving
* Decision Making
* Resource utilization
* Resource mobilization

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies
* Company operations, procedures and standards
* Occupational Health and safety procedures
* Fundamental rights at work
* Personal hygiene practices
* Workplace communication
* Concept of time
* Time management
* Decision making
* Types of resources
* Work planning
* Resources and allocating resources
* Organizing work
* Monitoring and evaluation
* Record keeping
* Workplace problems and how to deal with them
* Gender mainstreaming
* HIV and AIDS
* Drug and substance abuse
* Leadership
* Safe work habits
* Professional growth and development
* Technology in the workplace
* Emerging issues
* Social media
* Terrorism
* National cohesion

###### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Conducted self-management 2. Demonstrated interpersonal communication 3. Demonstrated critical safe work habits 4. Led small teams 5. Planned and organized work 6. Maintained professional growth and development 7. Demonstrated workplace learning 8. Demonstrated problem solving skills 9. Demonstrated workplace ethics |
| 1. Resource Implications | |  | | --- | | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place | |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Oral questioning 2. Portfolio of evidence 3. Third Party Reports 4. Written tests |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE ENVIRONMENTAL LITERACY

# 

**UNIT CODE: BUS/OS/BM/BC/06/5/A**

**UNIT DESCRIPTION**

This unit describes the competencies required to demonstrate understanding of environmental literacy. It involves controlling environmental hazard, controlling control environmental pollution, complying with workplace sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs and monitoring activities on environmental protection/programs.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| 1. Control environmental hazard | 1. ***Storage methods*** for environmentally***hazardous*** materials are strictly followed according to environmental regulations and OSHS. 2. ***Disposal methods*** of hazardous wastes are followed always according to environmental regulations and OSHS. 3. ***PPE*** is used according to OSHS. |
| 1. Control environmental Pollution control | 1. Environmental pollution ***control measures*** are compiled following standard protocol. 2. Procedures for solid waste management are observed according to Environmental Management and Coordination Act 1999 3. Methods for minimizing ***noise pollution*** is complied with based on Noise and Excessive Vibration Pollution and Control Regulations, 2009 |
| 1. Demonstrate sustainable resource use | 1. Methods for minimizing wastage are complied with. 2. Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle) 3. Methods for economizing and reducing resource consumption are practiced as per the Environmental Management and Coordination Act 1999 |
| 1. Evaluate current practices in relation to resource usage | 1. Information on resource efficiency **systems and procedures** are collected and provided to the work group where appropriate. 2. Current resource usage is measured and recorded by members of the work group. 3. Current purchasing strategies are analyzed and recorded according to industry procedures. 4. Current work processes to access information and data is analyzed following enterprise protocol. |
| 1. Identify Environmental legislations/conventions for environmental concerns | 1. Environmental ***legislations/conventions*** and local ordinances are identified according to the different ***environmental aspects/impact*** 2. ***Industrial standard/environmental practices*** are described according to the different environmental concerns |
| 1. Implement specific environmental programs | 1. Programs/Activities are identified according to organizations policies and guidelines. 2. Individual roles/responsibilities are determined and performed based on the activities identified. 3. Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines 4. Stakeholders are consulted based on company guidelines |
| 1. Monitor activities on Environmental protection/Programs | 1. Activities are periodically monitored and evaluated according to the objectives of the environmental Program 2. Feedback from stakeholders are gathered and considered in proposing enhancements to the program based on consultations 3. Data gathered are analyzed based on evaluation requirements 4. Recommendations are submitted based on the findings 5. Management support systems are set/established to sustain and enhance the program 6. Environmental incidents are monitored and reported to concerned/proper authorities |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. PPE may include but not limited to: | * Mask * Gloves * Goggles * Safety hat * Overall * Hearing protector * Safety boots |
| 1. Environmental pollution control measures may include but not limited to: | * Methods for minimizing or stopping spread and ingestion of airborne particles * Methods for minimizing or stopping spread and ingestion of gases and fumes * Methods for minimizing or stopping spread and ingestion of liquid wastes |
| 1. Waste management procedures may include but not limited to: | * Sorting * Storing of items * Recycling of items * Disposal of items |
| 1. Resources may include but not limited to: | * Electric * Water * Fuel * Telecommunications * Supplies * Materials |
| 1. Workplace environmental hazards may include but not limited to: | * Biological hazards * Chemical and dust hazards * Physical hazards |
| 1. Organizational systems and procedures may include but not limited to: | * Supply chain, procurement and purchasing * Quality assurance * Making recommendations and seeking approvals |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Observation
* Measuring
* Writing
* Communication
* Analytical
* Monitoring
* Evaluation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Storage methods of environmentally hazardous materials
* Disposal methods of hazardous wastes
* Usage of PPE Environmental regulations
* OSHS
* Types of pollution
* Environmental pollution control measures
* Different solid wastes
* Solid waste management
* Different noise pollution
* Methods of minimizing noise pollution
* Solid Waste Act
* Methods of minimizing wastage
* Waste management procedures
* Economizing of resource consumption
* 3Rs principle
* Types of resources
* Techniques in measuring current usage of resources
* Calculating current usage of resources
* Types of workplace environmental hazards
* Environmental regulations
* Environmental regulations applying to the enterprise.
* Measurement and recording of current resource usage
* Analysis current work processes to access information and data Analysis of data and information
* Identification of areas for improvement
* Resource consuming processes
* Determination of quantity and nature of resource consumed
* Analysis of resource flow of different parts of the resource flow process
* Use/conversion of resources
* Causes of low efficiency of use
* Increasing the efficiency of resource use
* Inspection of resource use plans
* Regulations/licensing requirements
* Determine benefit/cost for alternative resource sources
* Benefit/costs for different alternatives
* Components of proposals
* Criteria on ranking proposals
* Regulatory requirements
* Proposals for improving resource efficiency
* Implementation of resource efficiency plans
* Procedures in monitor implementation
* Adjustments of implementation plan
* Inspection of new resource usage

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Controlled environmental hazard 2. Controlled environmental pollution 3. Demonstrated sustainable resource use 4. Evaluated current practices in relation to resource usage 5. Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns. 6. Described industrial standard environmental practices according to the different environmental issues/concerns. 7. Resolved problems/ constraints encountered based on management standard procedures 8. Implemented and monitored environmental practices on a periodic basis as per company guidelines 9. Recommended solutions for the improvement of the Program 10. Monitored and reported to proper authorities any environmental incidents |
| 1. Resource Implications | The following resources should be provided:   1. Workplace with storage facilities 2. Tools, materials and equipment relevant to the tasks (ex. Cleaning tools, cleaning materials, trash bags, etc.) 3. PPE 4. Manuals and references 5. Legislation, policies, procedures, protocols and local ordinances relating to environmental protection 6. Case studies/scenarios relating to environmental Protection |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Interview/Third Party Reports 5. Portfolio of evidence |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

**UNIT CODE: BUS/OS/BM/BC/07/5/A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to identify workplace hazards and risk, identify and implement appropriate control measures and implement OSH programs, procedures and policies/ guidelines

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| 1. Identify workplace hazards and risk | 1.1 ***Hazards*** in the workplace are identified ***based their indicators***  1.2 Risks and hazards are evaluated based on legal requirements.  1.3 ***OSH concerns*** raised by workers are addressed as per legal requirements. |
| 1. Control OSH hazards | 2.1 Hazard prevention ***and control measures*** are implemented as per legal requirement.  2.2 Risk assessment is conductedand a risk matrix developed based on likely impact.  2.3 ***Contingency measures***, including ***emergency procedures*** during workplace ***incidents and emergencies*** are recognized and established in accordance with organization procedures. |
| 1. Implement OSH programs | 3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements.  3.2 Company OSH programs are implemented as per legal requirements.  3.3 Workers are capacity built on OSH standards and procedures as per legal requirements  3.4 ***OSH-related records*** are maintained as per legal requirements. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Hazards may include but are not limited to: | * Physical hazards * Biological hazards * Chemical hazards * Ergonomics * Psychological factors * Physiological factors * Safety hazards * Unsafe workers’ act |
| 1. Indicators may include but are not limited to: | * Increased of incidents of accidents, injuries * Increased occurrence of sickness or health complaints/ symptoms * Common complaints of workers related to OSH * High absenteeism for work-related reasons |
| 1. Evaluation and/or work environment measurements may include but are not limited to: | * Health Audit * Safety Audit * Work Safety and Health Evaluation * Work Environment Measurements of Physical and Chemical Hazards |
| 1. OSH issues and/or concerns may include but are not limited to: | * Workers’ experience/observance on presence of work hazards * Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks) * Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines |
| 1. Prevention and control measures may include but are not limited to: | * Eliminate the hazard * Isolate the hazard * Substitute the hazard with a safer alternative * Use administrative controls to reduce the risk * Use engineering controls to reduce the risk * Use personal protective equipment * Safety, Health and Work Environment Evaluation * Periodic and/or special medical examinations of workers |
| 1. Safety gears /PPE (Personal Protective Equipment’s) may include but are not limited to: | * Arm/Hand guard, gloves * Eye protection (goggles, shield) * Hearing protection (ear muffs, ear plugs) * Hair Net/cap/bonnet * Hard hat * Face protection (mask, shield) * Apron/Gown/coverall/jump suit * Anti-static suits * High-visibility reflective vest |
| 1. Appropriate risk controls | * Eliminate the hazard altogether * Isolate the hazard from anyone who could be harmed * Substitute the hazard with a safer alternative * Use administrative controls to reduce the risk * Use engineering controls to reduce the risk * Use personal protective equipment |
| 1. Contingency measures may include but are not limited to: | * Evacuation * Isolation * Decontamination * Emergency personnel |
| 1. Emergency procedures may include but are not limited to: | * Fire drill * Earthquake drill * Basic life support/CPR * First aid * Spillage control * Decontamination of chemical and toxic * Disaster preparedness/management * Set of fire-extinguisher |
| 1. Incidents and emergencies may include but are not limited to: | * Chemical spills * Equipment/vehicle accidents * Explosion * Fire * Gas leak * Injury to personnel * Structural collapse * Toxic and/or flammable vapors emission. |
| 1. OSH-related Records may include but are not limited to: | * Medical/Health records * Incident/accident reports * Sickness notifications/sick leave application * OSH-related trainings obtained |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Interpersonal
* Presentation
* Risk assessment
* Evaluation
* Critical thinking
* Problem solving
* Negotiation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* General OSH Principles
* Occupational hazards/risks recognition
* OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
* National OSH regulations; company OSH policies and protocols
* Systematic gathering of OSH issues and concerns
* General OSH principles
* National OSH regulations
* Company OSH and recording protocols, procedures and policies/guidelines
* Training and/or counseling methodologies and strategies

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified hazards in the workplace based their indicators 2. Evaluated workplace hazards based on legal requirements. 3. Addressed OSH concerns raised by workers as per legal requirements. 4. Implemented hazard prevention and control measures as per legal requirement. 5. Conducted risk assessment as per legal requirement. 6. Developed risk matrix based on likely impact. 7. Recognized and established contingency measures in accordance with organization procedures. 8. Identified, evaluated and reviewed company OSH program based on legal requirements. 9. Implemented company OSH programs as per legal requirements. 10. Capacity built workers on OSH standards and procedures as per legal requirements 11. Maintained OSH-related records as per legal requirements. |
| 1. Resource Implications | 1. The following resources should be provided: 2. Access to relevant workplace where assessment can take place 3. Appropriately simulated environment where assessment can take place |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Observation 2. Oral questioning 3. Written test 4. Portfolio of Evidence 5. Interview 6. Third party report |
| 1. Context of Assessment | Competency may be assessed   1. On-the-job 2. Off-the –job 3. During Industrial attachment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

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# COMMON UNITS OF COMPETENCY

# MANAGE BUSINESS RESEARCH AND DEVELOPMENT

**UNIT CODE: BUS/OS/BM/CC/01/5/A**

**Unit Description**

This unit specifies the competencies required to manage business research and development. It involves establishing research problem, developing research plan, conducting business research, analyzing business research findings and documenting business research findings.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Establish research problem | * 1. Research needs are carried out in accordance with organizational business performance and market demands   2. Customer feedback on organizations’ products and services are gathered based on organizational policy   3. Business research problem is established according to business needs assessment findings |
| 1. Develop research plan | * 1. Research geographical area and ***target population*** is identified based on established research problem   2. Approximate research cost is determined according to the research problem and organizational budget   3. Required man power is established based on the research problem   4. Data **research methods** are identified and developed according to research area   5. ***Research tools, materials and equipment*** are identified based on research requirements   6. ***Research hypothesis*** is developed based on the research problem   7. Business research schedule is developed in accordance with research activities |
| 1. Conduct business research | * 1. Business research tools, materials and equipment identified are assembled according to research plan   2. Reconnaissance is conducted according to research plan   3. Business research data and information is collected according to the research schedule   4. Adherence to the research schedule is observed as p Business research tools, materials and equipment identified are assembled according to research plan   5. Reconnaissance is conducted according to research plan   6. Business research data and information is collected according to the research schedule   7. Adherence to the research schedule is observed as per the research plan and organization requirement |
| 1. Analyze business research finding | * 1. Business research data and information collected is prepared for analysis according to statistical requirements   2. Collected business data and information is analyzed and presented based on statistical requirements |
| 1. Document business research findings | * 1. ***Report writing tools*** are obtained in accordance with SOPs   2. Business report is developed based on analyzed business data and information   3. Business report recommendation is shared and implemented based on organization policy |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Report writing toolsmay include but are not limited to: | * Computer * Stationery |
| 1. Target population   May include but are not limited to: | * Age * Occupations * Sex |
| 1. Research methods   May include but are not limited to: | * Questionnaires and surveys * Interviews * Observations * Case studies * Documents and records |
| 1. Research tools, materials and equipment   May include but are not limited to: | * Writing materials * Developed questionnaires * Tablets * Computers * Cameras * Check sheets * Control charts |
| 1. Research hypothesis | * Null hypothesis * Non- directional * Directional * Causal |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication skills
* Problem solving
* Data collection
* Analytical
* Presentation
* Writing
* Interpersonal skills

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Management of business research and development
* Legal requirements and regulations in business operations
* Methods of data collections
* Data analysis and interpretation
* Research documentation
* Basic computer operations
* New product development
* Product and process improvement
* Proposal development
* Product costing
* New products standards and specification

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of competency | Assessment requires evidence that the candidate:   * 1. Carried out research needs   2. Gathered customers’ feedback on organizations’ products and services   3. Determined approximate research cost   4. Identified and developed data research methods   5. Identified and gathered research tools, materials and equipment   6. Developed research hypotheses and schedule   7. Collected, analyzed and shared business data and information   8. Documented business research and findings |
| 1. Resource Implications | The following resources should be provided:   * 1. Workplace or assessment location |
| 1. Methods of Assessment | Competency in this unit may be assessed through:  3.2 Written  3.3 Oral  3.4 Project |
| 1. Context of Assessment | * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# CORE UNITS OF COMPETENCY

# COORDINATE HUMAN RESOURCE FUNCTIONS

**UNIT CODE: BUS/OS /BM/CR/01/5/A**

**Unit Description**

This unit specifies the competencies required to coordinate human resources functions. It involves undertaking operational planning and job and resource allocation, implementing departmental teamwork strategy, monitoring team performance, appraising, rewarding and penalizing employee performance, preparing performance improvement plan, maintaining organizational culture, coordinating organization change and preparing departmental team report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Undertake operational planning | * 1. Operational plan is obtained from strategic plan according to SOPs   2. Required ***resources*** are identified according to operational plan   3. Operational budget is prepared and approved according to budget procedures.   4. Funds are obtained according to organization budget. |
| 1. Allocate departmental jobs and resources | * 1. Duties to be performed are identified according to departmental needs   2. Employees are selected based on their expertise and job description.   3. Roles are assigned according to job requirements   4. Resources are allocated based on the job requirements. |
| 1. Implement departmental teamwork strategy | 1. ***Teamwork benefits***are determined in accordance with strategic plan 2. ***Teamwork stages*** are managed in accordance to HR procedures 3. ***Team building process*** is established in accordance to HR procedures 4. Teamwork rewards are established in accordance to HR incentive plans and budgets 5. Teamwork strategies are reviewed according to SOPs |
| 1. Monitor team performance | * 1. Performance plans for team are set in accordance with operational plans   2. Teams’ progress is monitored in accordance with operational procedures.   3. Team work strategies are determined according to operational plans.   4. Employees’ periodic rating is carried out in accordance with HR procedures.   5. Teams are rewarded in accordance with the ratings set in HR policy.   6. Employees team improvement plans are prepared and implemented in accordance with HR policy |
| 1. Appraise employee performance | * 1. ***Employee appraisal*** is carried out in accordance with the HR policy.   2. ***Training needs assessment*** is carried out as per performance appraisal records of employees.   3. Gaps on areas of competence are identified in accordance with departmental needs   4. Training on identified gaps is carried out based on HR policy   5. ***Professional development*** of HR is carried out in accordance with the Strategic plan and HR plan   6. HR training and development cost is determined based on the budgets   7. Employees’ training is carried according to HR policies and procedures. |
| 1. Rewards/penalize employees performance | * 1. Employee ***motivation type*** is determined based on HR policy   2. Organizational motivation parameters are set in accordance to operational targets   3. Employees are recognized and awarded in accordance to HR and financial policy   4. Innovations awards are determined by innovations awards policy of the business   5. Innovations vetting is carried out in accordance with innovation committee procedures   6. Awards are presented in accordance with innovation awards procedures |
| 1. Prepare performance improvement plan | * 1. Reports of employee appraisal are analyzed based on standard operating procedures   2. ***Areas of employee improvements*** and goals are identified and categorized based on appraisal report   3. ***Methods of employee improvement*** are determined in accordance with HR policy   4. ***Performance improvement Resources*** are identified based on human resource budget   5. Monitoring and evaluation procedures for improvement are developed according human resource requirements |
| 1. Maintain organizational culture | * 1. Organization culture is built in accordance with strategic plan   2. Culture behavior is established by management leadership style   3. Employee grievances are managed in accordance with HR Policy, procedures, Human Rights and labor Law   4. ***Employee discipline*** is carried out in accordance with HR policy and procedure |
| 1. Coordinate Organization Change | * 1. Change management plan is prepared according to HR change management policy   2. ***Change management process*** is undertaken in accordance with HR procedures.   3. Reorganization of work culture reviewed in accordance with HR procedures |
| 1. Prepare Departmental Team Report | * 1. Teams output is compared with departmental targets according to set operational plans   2. Variation from plans are determined in accordance with reporting procedures   3. Review of departmental team strategy is undertaken in accordance to HR Plan and finance Policy   4. Departmental team report is prepared and shared according to SOPs |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Resources May include but are not limited to***:*** | * Human resources * Finance * Capital * Service providers |
| 1. Teamwork Benefits may include but are not limited to: | * Good interpersonal relations * Communication * Fairness * Ground rules * Timelines * Delegation * Achieved objectives * Reward * Motivation |
| 1. Teamwork Stages may include but are not limited to: | * Forming * Storming * Norming * Performing |
| 1. Team Building Process may include but are not limited to: | * Assignment * Planning * Executing * Evaluating |
| 1. Training Needs Assessment may include but are not limited to: | * Determining business goals * Link goal to employee behavior * Determine performance gaps * Identify trainable competencies |
| 1. Professional Development may include but are not limited to: | * Formal Education and training * Workshops * Seminars |
| 1. Motivation Type | * Extrinsic-money, employee of the year, bonus, * Intrinsic-power, social status |
| 1. Areas of Employee Improvements | * Professional area * Skills * Stress management * Time management |
| 1. Performance Improvement Resources | * Training materials and equipment * Expert/professional * Finance * Training time |
| 1. Employee Discipline | * Dismissal * Demotion * Suspension * Reduction in salary |
| 1. Change Management Process | * Create urgency of change * Identify powerful change leaders * Communicate vision for change * Remove obstacles * Create short term achievable targets * Anchor change on organizational culture |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Planning
* Leadership
* Communication
* Negotiation
* Coordination
* Problem solving
* Networking
* Analytical
* Reporting

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Human resource management
* Change management
* Group dynamics
* Motivation
* Conflict resolution
* Organization culture
* ICT
* Innovations management
* Professional development
* Performance appraisal
* Training needs assessment

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment requires evidence that the candidate:   1. Carried out departmental teamwork strategy 2. Monitored and evaluated team performance 3. Appraised employee performance 4. Rewarded employees’ performance 5. Maintained organizational culture 6. Managed organization change 7. Prepared departmental team report |
| 1. Resource Implications | The following resources must be provided:   1. Assessment location 2. Work station |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Written   2. Oral   3. Case study |
| 1. Context of Assessment | Competency may be assessed:  Competency may be assessed:   * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended e.g. marketing strategy is assessed alongside business plan |

# MAINTAIN CUSTOMER EXPERIENCE

**UNIT CODE: BUS/OS /BM/CR/02/5/A**

**Unit Description**

This unit specifies the competencies required to maintain customer experience. It involves conducting customer experience survey, establishing business competitive edge and innovations, performing product and service quality assurance, incorporating Customer Relationship Management (CRM) system, controlling customer virtual platforms and preparing customer service feedback.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Conduct customer experience survey | 1. Survey tools are identified according to customer survey procedures 2. Required personnel are identified according to survey procedures 3. Data is collected according to survey procedures. 4. Customer experience survey findings are analyzed based on marketing strategies |
| 1. Establish business competitive edges and innovations | 1. Business strengths and opportunities are identified based on SWOT analysis in line with strategic plan 2. ***Competitive edge*** is identified in accordance to analysis of surveys on competitors 3. ***Product and service innovation*** strategies are formulated based on product development policy and customers’ feedback 4. Product and service innovation strategies are analyzed, and recommendation made based on product development policy 5. Championing team is trained based on new product and services innovated. 6. Product and service innovations are implemented based on strategy recommendation 7. Pilot trial of product/service is done based on the product innovations guidelines 8. New product/services are adopted based on products’ pilot results 9. Innovations of products/processes are patented based on the Intellectual Properties Right (IPR) 10. Areas of competitive edge are implemented in accordance with business budget Product/service innovation committee is formed as per organizational policy |
| 1. Perform product and service quality assurance | * 1. ***Quality Assurance System*** is assessed based on services/ product delivery and customer expectations.   2. Quality Assurance System is monitored based on internal and external checks as per SOPs   3. Quality Management System is implemented according to the organizations internal procedures   4. QMS is monitored using regular internal audits as per organizational policies   5. QMS external audit and certification are carried out by Quality Assurance Certification Bodiesas per organizational requirements   6. The QMS is reviewed for changes in the organization according to the standard operating procedures   7. The QMS is reviewed for changes in the ISO Standards |
| 1. Incorporate Customer Relationship Management (CRM) System | * 1. Customer relationship management systems are assessed based on customer’s expectation   2. ***Customer relationship management strategies*** are developed based on organizational strategies   3. Customer relationship management software is developed as per customer relationship management strategies   4. Customer relationship management software is implemented as per customer relationship strategies   5. Customer Relationship Management (CRM) system is reviewed and monitored in accordance with CRM strategies |
| 1. Control customer virtual platforms | * 1. Organizations’ ***virtual platforms*** are identified as per organization requirement   2. Virtual platforms’ personnel are trained in accordance with HR training policy   3. Personnel are assigned virtual platforms in accordance to customer relationship management strategies.   4. Customers’ concerns on virtual platforms are identified and addressed according to customer relationship management   5. Virtual platform feedback is monitored and evaluated in accordance with PR policy and procedures   6. Management of virtual platform report is prepared and shared based on organization policy |
| 1. Prepare customer feedback report | * 1. Customer satisfaction surveys are conducted based on product/service performance   2. Customer satisfaction surveys are analyzed based on product/service performance and SOPs   3. Customer satisfaction is measured based on regular customer surveys   4. Customer satisfaction reports are prepared, evaluated and disseminated based on management procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Competitive Edge may include but are not limited to: | * Price competitive * Product design * Cutting edge technology * Re-engineering * Product differentiation * Identified niche |
| 1. Product/ Service Innovations may include but are not limited to: | * New products e.g. iPhone * Product modification * Innovative service delivery |
| 1. Quality Assurance Systems may include but are not limited to: | * ISO Standards * Quality Management Systems * International Financial Reporting Standards * International Auditing Standards * Laws and Regulations |
| 1. Customer Relationship Management Strategies may include but are not limited to: | * + Processes   + Technology   + People |
| 1. Virtual Platforms may include but are not limited to: | * + Facebook   + Twitter   + WhatsApp   + Instagram |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Creativive
* Innovative
* Analytical
* Marketing
* Selling
* Communication
* Presentation
* Decision making
* Networking
* Persuasion

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Product/ Service Innovation
* Customer survey
* SWOT analysis
* Social media management
* Competitive advantage
* Customer Care
* Cost Management
* Cost Benefit Analysis
* Quality Assurance Systems
* Report Writing
* ICT

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Assessment requires evidence that the candidate: 2. Conducted Customer Experience Survey 3. Established business competitive edge and innovations 4. Performed quality assurance 5. Incorporated Customer Relationship Management (CRM) system 6. Managed social media 7. Prepared Customer service feedback report |
| 1. Resource Implications | The following resources must be provided:   * 1. Work station   2. Assessment location |
| 1. Methods of Assessment | Competency may be assessed through:   1. Written 2. Oral |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended. |

# CARRY OUT CORPORATE IMAGE STRATEGIES

**UNIT CODE: BUS/OS/BM/CR/03/5/A**

**Unit Description**

This unit specifies the competencies required to carry out corporate image strategies. It involves carrying out public relations (PR) and CSR, maintaining stakeholders’ relationships, developing synergies for innovation, coordinate corporate image through virtual platform and preparing functional corporate image report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Carry out Public Relations and Corporate Social Responsibility (CSR) tasks | 1. Public Relations Activities are identified in accordance with the strategic plan. 2. ***Public Relations expenditure*** is determined in accordance with the PR Budget 3. Public Relations Activities are carried out in accordance with PR Policy and Procedures. 4. ***CSR Areas*** are identified in accordance with the Strategic Plan 5. ***CSR dimensions*** are incorporated in accordance with the CSR policy 6. CSR targeted benefits are determined in accordance with Cost Benefit Analysis 7. Scope of CSR is determined in accordance with the budget allocation |
| 1. Maintain Stakeholders Relationship | * 1. The ***stakeholders*** are identified and categorized in accordance with the stakeholders’ policy   2. Stakeholders register is developed based on stakeholders’ information and other reliable sources   3. Stakeholders’ communications are maintained as per organization procedures   4. ***Stakeholders feedback* is** analyzed in accordance with   procedures   * 1. Response to stakeholders’ feedback is carried out according to procedures   2. Stakeholders’ register is maintained as per organization procedures |
| 1. Develop Synergies for Innovation | * 1. Partnerships are developed in accordance to collaborations policy and the strategic plan   2. ***Partnership benefits*** are determined in accordance with Strategic plan   3. Beneficial Partnership is formed in accordance to collaboration procedure.   4. Partnership for innovation is formed in accordance to the collaborations policy |
| 1. Coordinate Corporate Image through Virtual Platform | 1. Virtual platforms are identified as per ICT policy 2. Virtual platforms are developed in accordance with prevailing legislation and provider’s terms and conditions 3. Virtual platform personnel are trained in accordance with training policy 4. Virtual platforms are managed in accordance with PR policy and procedures |
| 1. Prepare Functional Corporate Image Report | 1. ***Corporate image components*** of the ***functional unit*** are identified according to corporate image policy guidelines 2. ***Feedback*** from stakeholders is obtained according to Organizations policy and procedures 3. Corporate image is evaluated in accordance with analyzed marketing information system 4. Corrective action is undertaken in accordance with the policy and procedures 5. Corporate image report is prepared and shared in accordance with procedures |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Public relations expenditure   may include but not limited to: | * Transportation * Hospitality * Branded merchandise * Personnel expenses * Communication * Exhibitions/shows / activations/open days |
| 1. CSR areas may include but not limited to: | * Economic * Legal * Ethical * Philanthropy |
| 1. CSR dimensions may include but not limited to: | * Business ethics * Accountability and transparency * Social Economic development * Environmental * Human rights * Workers welfare * Market relations * Sustainable development (Environmentally friendly) |
| 1. Stakeholders may include but not limited to: | * Customers * Shareholders * Employees * Suppliers * Government agencies * Financial institutions * Social action organizations |
| 1. Partnership benefits may include but not limited to: | * Sustainable beneficial relationships * Streamlining objectives * People skill connection * National goal focus |
| 1. Corporate image components may include but not limited to: | * Goods and services * Factories * Communication media * Name * Logo * Packaging * Employees * Policies * Ideas and beliefs * Country culture * Media reports |
| 1. Functional units may include but not limited to: | * Department * Section * Activity * Program * Project |
| 1. Corporate image component may include but not limited to: | * Positive consumer response * Portray business and products * Higher pricing * Repeat purchase * Quality employees * Financial viability * Public ranking |
| 1. Virtual platforms may include but not limited to: | * WhatsApp * Facebook * Instagram * Twitter * Snap chat * Video conferencing |
| 1. Stakeholders feedback may include but not limited to: | * Online communication * Polls * Live chart * Email surveys * Calls * Monitoring of social channels |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Marketing
* Problem solving
* Networking
* Presentation
* Analytical
* Entrepreneurial
* Communication
* Creativity

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Public relations
* CSR
* Legal aspects in business
* Collaborations and linkages
* Stakeholders management
* Corporate Image and rebranding
* Use of internet
* Communication
* Entrepreneurship
* Basic marketing
* Social media
* Marketing
* Budgetary control

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified public relations activities 2. Prepared public relations activity program 3. Designed CSR programme and budget 4. Carried out Public Relations 5. Created stakeholders profile 6. Identified partnerships for innovations 7. Developed corporate image component of a functional unit 8. Developed feedback tool for stakeholders |
| 1. Resource Implications | The following resources must be provided:   1. Assessment location 2. Relevant templates 3. Work station |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Written   2. Presentation   3. Project |
| 1. Context of Assessment | Competency may be assessed:  Competency may be assessed:   * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |

# MAINTAIN BUSINESS ASSETS AND LIABILITIES

**UNIT CODE: BUS/OS/BM/CR/4/5/A**

**Unit Description**

This unit specifies the competencies required to maintain business assets and liabilities. It involves preparing business assets and liabilities requirement plan, carrying out internal control, maintaining asset and liabilities inventory and preparing business assets and liabilities report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Prepare Business Assets and Liabilities Plan | * 1. ***Assets*** requirement are assessed according to user needs   2. Records of existing assets and liabilities are analysed as per company policy   3. Asset usage is established in accordance with Asset policies and procedures   4. Asset acquisition and settlement of liabilities is established based on finance policy and procedures   5. Business asset and liabilities plan and budget is prepared according to strategic plan and finance policy |
| 1. Carry out Assets and Liabilities Internal Control | * 1. ***Internal control system*** on assets and liabilities is implemented according to policies and procedures of the business   2. Asset requisition is undertaken according to asset procedures.   3. Asset maintenance is performed as per SOPs   4. ***Physical controls*** on assets are done according to SOPs   5. The disposal of assets is made according to disposal procedures and regulations   6. Financial controls are made according to accounting systems   7. Debtors management is carried out based on credit control policy   8. Liabilities management is done according to finance procedures |
| 1. Maintain Assets and Liabilities Records | * 1. Assets and liabilities policy is formulated according to finance policy and procedure   2. Organization ***assets*** and liabilities are identified according to operational requirements   3. Inventory items are tagged according inventory maintenance procedures   4. ***Inventory transactions*** and liabilities records are updated according to standard operating and accounting procedures.   5. Stock taking is carried out according to store’s procedures.   6. Discrepancies report is prepared according to store’s procedures. |
| 1. Prepare Business Assets and Liabilities Report | * 1. Asset usage feedback is obtained according to SOPs   2. Liabilities management feedback is obtained based on finance procedures   3. Asset discrepancies are identified according to SOPs   4. Asset maintenance feedback is obtained according to maintenance procedures.   5. Asset requirements are obtained according to user department needs.   6. Business asset/liability report is prepared and shared according to organization procedures. |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Assets may include but not limited to: | * + Land and buildings   + Plant and machinery   + Motor vehicles   + Equipment   + Furniture |
| 1. Physical Controls may include but not limited to: | * + Physical asset   + Asset specifications   + Asset location – GPS tracking   + Inspection   + Insurance   + Usage and authorization |
| 1. Internal Control Systems may include but not limited to: | * + Asset register records   + Debt instruments on assets   + Purchase cost   + Depreciation   + Capital Allowances   + Financial statement Reporting |
| 1. Inventory Transactions may include but not limited to: | * + Purchases   + Sales   + Issues to department   + Returns |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Planning
* Analytical
* Interpretation
* Communication
* Problem solving
* Networking
* Evaluation
* Computation

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Auditing
* Risk management
* Resource mobilization
* Financial and asset management
* Record keeping
* Financial accounting
* Procurement Act and Regulations
* Stocktaking and recording
* Asset Management

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified business assets   2. Prepared business fixed asset and liabilities plan   3. Identified business internal controls   4. Carried out internal control procedure on assets and liabilities   5. Carried out stocktaking of inventory   6. Recorded inventory transactions   7. Prepared a report on assets and liabilities |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Assessment resources |
| 1. Methods of Assessment | Competency may be assessed through:   1. Written 2. Oral 3. Presentation 4. Third party report |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |

# CONTROL BUSINESS RISKS

**UNIT CODE: BUS/OS/BM/CR/05/5/A**

**Unit Description**

This unit specifies the competencies required to control business risks. It involves assessing business risks, establishing risk management team, developing risk mitigation plan, monitoring risk management process and preparing business risk management report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Assess business risks | * 1. ***Business risks*** are identified according to the strategic plan,SWOT and PESTEL analysis   2. Risk scenarios are analyzed from crisis reports and publications   3. ***Risk assessment matrix*** is prepared according to risk scenarios and organizational procedures   4. ***Risk perspectives*** are classified according to type of organization and nature of business |
| 1. Establish risk management team | * 1. Risk management team job analysis is carried out based on identified risks, HR policy   2. Existing Human Resource is assessed against the job analysis report   3. Existing Human Resources are deployed as per job requirement   4. ***Recruitment process*** for risk management team in conducted in accordance with HR policy and requirements   5. ***Job specification*** is developed as per job requirements and HR policy   6. Risk management organization structure is established as per HR regulations and specialization   7. Review meetings to report risk control and analyze **risk data** are conducted according to procedures for identifying and mitigating risks |
| 1. Implement risks mitigation plan | * 1. Risk impact is evaluated according to the Risk assessment matrix   2. ***Risk mitigation*** measures are developed according to the evaluation of the risk assessment matrix and budget.   3. ***Risk mitigation* *plans*** are carried out according documented risk and budgets   4. Internal control is carried out in accordance to organization’s internal control procedures   5. Compliance with legal and regulatory requirements is monitored in accordance with Enterprise Risk Management (ERM) Policy   6. Risks mitigation responses are determined and carried out according to the ERM policy   7. Risk mitigation report is prepared and shared in accordance with SOPs |
| 1. Monitor and evaluate risk management process | * 1. New risk areas are identified according to risk management process   2. Risk monitoring and evaluation plans are prepared according to risk management procedures   3. Risk impact and likelihood is modified in accordance to Risk mitigation procedures   4. Risk management training for all staff is carried out according to HR procedures   5. Risk management is integrated to organization change process as per ERM policy |
| 1. Prepare risk management report | * 1. Major changes in risks are identified according to organization’s procedures.   2. ***Risk Data*** is obtained according to SOPs   3. Changes in risk impact and likelihood are reported in accordance to ERM policy.   4. Risk management recommendations are implemented as per ERM policy   5. Business risk management report is prepared and shared in accordance with SOPs |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| 1. Business Risks may include but not limited to: | * Business Interruption * Property loss * Employee injury * Business liability * Data Security breach * Financial * Operating |
| 1. Risk Assessment Matrix may include but not limited to: | * Likelihood * Impact |
| 1. Risk Perspectives may include but not limited to: | * Pure or speculation * Objective or subjective * Diversifiable or non-diversifiable |
| 1. Recruitment process may include but not limited to: | * Selection * Referrals * Outsourcing * Head hunting |
| 1. Job Specification may include but not limited to: | * Specific qualifications * Level of experience * Emotional intelligence * Technical skills |
| 1. Risk Mitigation may include but not limited to: | * Risk Acceptance/retention * Risk Avoidance * Risk Transfer * Risk limitation/ modify impact and likelihood * Exploitation |
| 1. Risk Mitigation Plan | * Insurance * Training * Integration |
| 1. Risk Areas may include but not limited to: | * Finance * Labor turnover * Assets * Liabilities |
| 1. Risk Data may include but not limited to: | * Identification of assets * Valuing the assets * Identifying threats * Calculating the risk * Perform Cost Benefit Analysis |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Analytical skills
* Organizing
* Coordination
* Communication
* Negotiation
* Problem solving
* Networking
* Decision making
* Public Relations

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Business planning
* Enterprise Risk management (ERM)
* Resource mobilization
* Team work and conflict management
* Financial and asset management
* Cost Benefit Analysis
* Crisis Management
* Business environment
* Partnership building
* Coordination
* Insurable risks
* Risk assessment matrix
* SWOT Analysis and PESTEL
* Risk management team/structure

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified risks in business operations   2. Developed risk management organization structure   3. Selected appropriate risk mitigation plan   4. Monitored and evaluated risk management process   5. Prepared risk management report |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Assessment resources |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Written   2. Oral   3. Third party report |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry sector, workplace and job roles is recommended. |

# COORDINATE INFORMATION COMMUNICATION TECHNOLOGY FUCTIONS

**UNIT CODE: BUS/OS/BM/CR/06/5/A**

**Unit Description**

This unit specifies the competencies required to coordinate ICT functions. It involves developing organizations ICT policy, organizing procurement of ICT services, supervising ICT installation and maintenance, integrating ICT in operations, conducting ICT user training, promoting ICT innovation, coordinating virtual platforms, analysing and interpreting user reports and preparing ICT report.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **Element**  *These describe the key outcomes which make up workplace function.* | **Performance Criteria**  *These are assessable statements which specify the required level of performance for each of the elements.*  ***Bold and italicized terms*** ***are elaborated in the Range*** |
| --- | --- |
| 1. Develop organizations ICT policy | * 1. ICT Needs assessment is carried out according to organizations business operations   2. Technical team is formed in accordance with organization policy   3. ICT draft policy is developed in accordance with the strategic plan   4. ICT draft policy is reviewed and a report generated according to organization standard operating procedures   5. Amendments on draft ICT policy is undertaken based on review report   6. ICT policy is developed in accordance with the ICT objectives in the strategic plan   7. ICT policy is shared among organization departments according to organization policy |
| 1. Procure of ICT Services | * 1. Requisitions are received from user departments according to ICT policy   2. Invitation to tender or quotation is undertaken according to the budget and the mode according to the procurement procedure and regulations   3. Sourcing of **ICT services** is done in accordance with the procurement procedure and regulations.   4. Verification of procured ICT services is undertaken according to the procurement policy   5. Procured ICT services are distributed to respective departments based on procurement policy |
| 1. Supervise ICT Installation and Maintenance | * 1. Requirements of the ***ICT system*** installation are provided in accordance with the nature of the service and service providers policy guidelines   2. Installation process are conducted in accordance with the ICT service provider policy and contract between the organization and the service provider   3. ICT system is maintained as per the ICT policy requirements   4. The ICT system is reviewed in accordance with the feedback gathered from the users |
| 1. Integrate ICT in Operations | * 1. Systems networking in the organization is undertaken according organization structure   2. ***Systems of sharing information*** is developed and implemented in accordance with the organization requirements   3. Establish enterprise resource planning (ERP) according to organization policy   4. Challenges in the system are reported according to the standard operating procedures   5. ICT system is upgraded or downgraded in accordance with the ICT policy |
| 1. Conduct ICT User Training | * 1. Training needs assessment is carried out in accordance with HR training procedures   2. Training objectives are set based on training needs   3. ICT Training programmes is prepared as per HR procedures   4. ICT Training budget is prepared according to organization finance procedures and policy   5. ICT Training resources are obtained in accordance with budget   6. ICT training is carried out as per training programme and budget   7. Evaluation of training is carried out as per training needs and objectives set   8. Training report is prepared and shared according to organization procedures |
| 1. Promote ICT Innovation | * 1. Current technologies in ICT are identified and evaluated according to the organizational needs   2. Training needs on ICT are identified and conducted according to the needs and approved budget   3. ***ICT new technologies*** are adopted and managed as per ICT guidelines   4. Impact assessment on new ICT technology uptake is conducted according to the organization policy   5. Recommendation on ICT uptake is made |
| 1. Coordinate Virtual Platforms | * 1. Virtual platforms are identified according to organization needs   2. Personnel are trained on virtual platforms according to organizational policy   3. Virtual platform is customized in accordance with organizations needs   4. **Online services** for the business are developed in accordance with ICT Policy   5. System feedback is monitored and reviewed as per ICT policy   6. Systems security is provided in accordance with ICT policy |
| 1. Analyze and Interpret Reports | * 1. Information analysis system is developed as per the organization policy   2. Departmental user reports are obtained according to the organization policy   3. Analysis and interpretation of reports is conducted according to the ICT policy.   4. Analyzed departmental user reports are disseminated according to organization procedures   5. Periodic review of ICT system is undertaken in accordance with ICT policy and procedures/SOPs |
| 1. Prepare ICT Report | * 1. Organization ICT report is prepared and shared in accordance with SOPs   2. ICT Areas of concern are identified based on targets and ICT procedures   3. ICT recommendations are implemented as per ICT policy |

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

| **Variable** | **Range** |
| --- | --- |
| * 1. ICT Services may include but not limited to: | * + Hardware   + Software   + Data   + Users   + Communications technology |
| * 1. ICT system   may include but not limited to: | * Hardware * Software * Personnel * Speed * Storage capacity * Coding * Network |
| * 1. ICT Technologies may include but not limited to: | * Human interface * Nano technology * Bio technology * Artificial intelligence technology |
| * 1. On line services   may include but not limited to: | * Websites * Email * Video conference * Registration * Recruiting |
| * 1. Systems of Sharing Information may include but not limited to: | * LAN * Telephone * Internet |

**REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

**Required Skills**

The individual needs to demonstrate the following skills:

* Planning
* Problem solving
* Trouble shooting
* Networking
* Analytical
* Communication

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Basic principles of applied ICT
* Usage of computer
* Computer maintenance and servicing
* Enterprise resource placing
* Web designs
* Data security
* Procurement
* Use of internet
* Communication
* Basic budgeting

**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Carried out organization’s ICT needs assessment   2. Developed organization ICT policy   3. Procurement of ICT services   4. Installed ICT systems   5. Maintained ICT systems   6. Developed networking systems for the organization   7. Established enterprise resource planning   8. Adopted to new appropriate ICT technologies   9. Demonstrated understanding of new ICT technologies   10. Identified, adopt and managed use of social media   11. Developed online services for the business   12. Analyzed and interpreted ICT user reports |
| 1. Resource Implications | The following resources must be provided:   * 1. Assessment location   2. Work station |
| 1. Methods of Assessment | Competency may be assessed through:   * 1. Project   2. Written   3. Third party reports   4. Oral |
| 1. Context of Assessment | Competency may be assessed:   * 1. On the job   2. Off the job   3. During industrial attachment |
| 1. Guidance Information for Assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |