

**NC III**

**UNIT OF COMPETENCY : DEVELOP AND APPLY SMALL-BUSINESS SKILLS**

**UNIT CODE :**

**UNIT DESCRIPTOR :** This unit covers the outcomes required to build, operate and grow a micro/small-scale enterprise.

ELEMENT	PERFORMANCE CRITERIA	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<i>Italicized terms are elaborated in the Range of Variables</i>		
1. Develop and maintain small-scale business	<p>1.1 Appropriate <b>business strategies</b> are determined and set for the enterprise based on current and emerging business environment.</p> <p>1.2 <b>Business operations</b> are monitored and controlled following established procedures.</p> <p>1.3 Quality assurance measures are implemented consistently.</p> <p>1.4 Good relations are maintained with staff/workers.</p> <p>1.5 Policies and procedures on occupational safety and health and environmental concerns are constantly observed.</p>	<p>1.1 Business models and strategies</p> <p>1.2 Types and categories of businesses</p> <p>1.3 Business internal controls</p> <p>1.4 Relevant national and local legislation and regulations</p> <p>1.5 Basic quality control and assurance concepts</p>	<p>1.1 Basic bookkeeping/ accounting skills</p> <p>1.2 Communication skills</p> <p>1.3 Building relations with customer and employees</p> <p>1.4 Building competitive advantage of the enterprise</p>
2. Establish customer base	<p>2.1 Good customer relations are maintained</p> <p>2.2 New customers and markets are identified, explored and reached out to.</p> <p>2.3 Promotions/Incentives are offered to loyal customers</p>	<p>2.1 Public relations concepts</p> <p>2.2 Basic product promotion strategies</p> <p>2.3 Basic market and feasibility studies</p> <p>2.4 Basic business ethics</p>	<p>2.1 Building customer relations</p> <p>2.2 Individual marketing skills</p> <p>2.3 Using basic advertising (posters/ tarpaulins, flyers, social media,</p>

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	2.4 Additional products and services are evaluated and tried.		etc.)
3. Manage business finances	3.1 Enterprise is built up and sustained through judicious control of cash flows. 3.2 Profitability of enterprise is ensured through appropriate internal controls. 3.3 Unnecessary or lower-priority expenses and purchases are avoided.	3.1 Basic cost-benefit analysis 3.2 Basic financial management 3.3 Basic financial accounting 3.4 Business internal controls	3.1 Setting business priorities and strategies 3.2 Interpreting basic financial statements 3.3 Preparing business plans

### RANGE OF VARIABLES

VARIABLE	RANGE
1. Business strategies	May include: 1.1. Biodegradable waste 1.2. Non-biodegradable waste and 1.3. Hazardous waste
2. Business operations	May include: 2.1 Purchasing 2.2 Accounting/Administrative work 2.3 Production/Operations/Sales
3. Internal controls	May include: 3.1 Accounting systems 3.2 Financial statements/reports 3.3 Cash management

## EVIDENCE GUIDE

1. Critical aspects of competency	<b>Assessment requires evidence that the candidate :</b> 1.1 Demonstrated basic entrepreneurial skills 1.2 Demonstrated ability to conceptualize and plan a micro/small enterprise 1.3 Demonstrated ability to manage/operate a micro/small-scale business
2. Resource Implications	The following resources should be provided: 2.1 Case problems on micro/small-scale enterprises 2.2 Materials and location relevant to the proposed activity and tasks
3. Methods of Assessment	<b>Competency in this unit may be assessed through :</b> 3.1 Case problems 3.2 Oral Questioning 3.3 Portfolio
4. Context of Assessment	4.1 Competency may be assessed in workplace or in a simulated workplace setting 4.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group

## NC IV

**UNIT OF COMPETENCY** : **SUSTAIN AND EXPAND ONE'S ENTREPRENEURIAL SKILLS**

**UNIT CODE** :

**UNIT DESCRIPTOR** : This unit covers the outcomes required to update and continue one's professional development along entrepreneurship, including applying such growth in skills toward expanding the enterprise and developing its work force.

ELEMENT	PERFORMANCE CRITERIA	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<i>Italicized terms are elaborated in the Range of Variables</i>		
4. Enhance one's business skills	4.1 Entrepreneurial skills development needs are identified and responded to promptly. 4.2 Market trends are monitored, anticipated and taken advantage of where feasible. 4.3 New technologies, products and processes are included/utilized where advantageous to the enterprise. 4.4 Constant dialog/linkages with other entrepreneurs/peers and stakeholders are maintained 4.5 Circulation and participation in business fora, meetings, conventions and exhibits are maintained.	1.6 Business models and strategies 1.7 Types and categories of businesses 1.8 Business internal controls 1.9 Relevant national and local legislation and regulations 1.10 Basic quality control and assurance concepts	1.5 Basic bookkeeping/ accounting skills 1.6 Communication skills 1.7 Building relations with customer and employees 1.8 Building competitive advantage of the enterprise
5. Develop individuals and teams	5.1 Ideas and comments for improvement are sought from workers and clients.	2.5 Public relations concepts 2.6 Basic product promotion	2.4 Building customer relations 2.5 Individual

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	<i>Italicized terms are elaborated in the Range of Variables</i>		
	<p>5.2 Staff/workers are encouraged and supported in their skills development and enhancement.</p> <p>5.3 A culture of continuous improvement is fostered within the enterprise.</p> <p>5.4</p> <p>5.5 Additional products and services are evaluated and tried.</p>	<p>strategies</p> <p>2.7 Basic market and feasibility studies</p> <p>2.8 Basic business ethics</p>	<p>marketing skills</p> <p>2.6 Using basic advertising (posters/ tarpaulins, flyers, social media, etc.)</p>
6. Expand markets and clientele	<p>6.1 Enterprise is built up and sustained through judicious control of cash flows.</p> <p>6.2 Profitability of enterprise is ensured through appropriate internal controls.</p> <p>6.3 Unnecessary or lower-priority expenses and purchases are avoided.</p>	<p>3.5 Basic cost-benefit analysis</p> <p>3.6 Basic financial management</p> <p>3.7 Basic financial accounting</p> <p>3.8 Business internal controls</p>	<p>3.4 Setting business priorities and strategies</p> <p>3.5 Interpreting basic financial statements</p> <p>3.6 Preparing business plans</p>

### RANGE OF VARIABLES

VARIABLE	RANGE
4. Entrepreneurial skills	<p>May include:</p> <p>1.4. Financial management skills</p> <p>1.5. People management skills</p> <p>1.6. Operations management skills</p> <p>1.7. Business acumen</p>
5. Business operations	<p>May include:</p> <p>5.1 Purchasing</p> <p>5.2 Accounting/Administrative work</p> <p>5.3 Production/Operations/Sales</p>

6. Internal controls	May include: 6.1 Accounting systems 6.2 Financial statements/reports 6.3 Cash management 6.4 Managing property, plant and equipment
7. Continuous improvement	May include: 7.1 Quality management systems (PDCA, ISO 9001, TQM, etc.) 7.2 Client feedback systems 7.3 Quality assurance/Quality control

## EVIDENCE GUIDE

5. Critical aspects of competency	<b>Assessment requires evidence that the candidate :</b> 1.4 Demonstrated enhancement of one's entrepreneurial skills through performance of business, worker and client testimony
6. Resource Implications	The following resources should be provided: 6.1 Interview guide for entrepreneurs, enterprise workers and third parties 6.2 Materials and location relevant to the proposed activity and tasks
7. Methods of Assessment	<b>Competency in this unit may be assessed through :</b> 7.1 Written report 7.2 Interview 7.3 Portfolio 7.4 Third-party report
8. Context of Assessment	8.1 Competency may be assessed in workplace or in a simulated workplace setting 8.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group

**UNIT OF COMPETENCY** : **DEVELOP AND SUSTAIN A HIGH-PERFORMING ENTERPRISE**

**UNIT CODE** :

**UNIT DESCRIPTOR** : This unit covers the outcomes required to build and develop the enterprise to be more competitive within a changing business environment, specifically responding to consumer demands while maintaining product quality and accessibility, building a customer base and employee motivation.

ELEMENT	PERFORMANCE CRITERIA	REQUIRED KNOWLEDGE	REQUIRED SKILLS
	<i>Italicized terms are elaborated in the Range of Variables</i>		
7. Shape enterprise directions	<p>7.1 Track record and normative capability profile of enterprise and similar businesses are reviewed and considered in setting <b>strategic directions</b>.</p> <p>7.2 Strengths, weaknesses, opportunities and threats are considered when developing new ideas, approaches, goals and directions.</p> <p>7.3 Decisions about enterprise strategies/directions are made after careful consideration of all relevant information.</p> <p>7.4 A <b>business/corporate plan</b> is developed that sets out tactics, resource implications, timeframes, production and sales targets and review points.</p>	<p>1.11 Business models and strategies</p> <p>1.12 Government and regulatory processes</p> <p>1.13 Local and international business environment</p> <p>1.14 Concepts of change management</p> <p>1.15 Relevant developments in other industries</p>	<p>1.9 Assessing range of alternatives rather than choosing the easiest option</p> <p>1.10 Achieving ownership and credibility for the enterprise vision</p> <p>1.11 Communication skills</p> <p>1.12 Critically analyzing information, summarizing and making sense of previous and current market trends</p> <p>1.13 Developing solutions and practical strategies which are “outside the box”</p>
8. Develop new products/ markets	<p>8.1 Alternative product/service offerings are canvassed and studied for feasibility.</p> <p>8.2 Potential and new sources/sellers of supplies and raw</p>	<p>2.9 Government and regulatory processes</p> <p>2.10 Local and international market trends</p> <p>2.11 Product promotion strategies</p>	<p>2.7 Assessing a range of alternative products and strategies</p> <p>2.8 Critically analyzing information, summarizing and making sense of</p>



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	<i>Italicized terms are elaborated in the Range of Variables</i>		
	<p>materials are identified and canvassed.</p> <p>8.3 Target markets and buyers are identified and surveyed as to their preferences and brand loyalties.</p>	<p>2.12 Market and feasibility studies</p> <p>2.13 Local and global supply chains</p>	<p>previous and current market trends</p> <p>2.9 Identifying changing consumer preferences and demographics</p>
9. Sustain/Expand clientele and product lines	<p>9.1 Enterprise is built up and sustained through responsiveness to market demands and the regulatory environment.</p> <p>9.2 Competitive advantage of existing products and services is maintained/enhanced through responsive advocacies and strategies.</p> <p>9.3 Constant listening to stakeholder/client feedback is ensured to maintain loyal client base.</p>	<p>3.9 Public-relations strategies</p> <p>3.10 Basic cost-benefit analysis</p> <p>3.11 Basic financial management</p> <p>3.12 Business strategic planning</p> <p>3.13 Impact of change on individuals, groups and industries</p>	<p>3.7 Thinking “outside the box”</p> <p>3.8 Ensuring quality consistency</p> <p>3.9 Reducing lead time to product/service delivery</p> <p>3.10 Managing operations/production</p>
10. Motivate staff/workers	<p>10.1 Regular dialogue is established and maintained in all levels and relevant sections of the enterprise.</p> <p>10.2 Flow of communications in both directions is encouraged.</p> <p>10.3 <b>Helpful mechanisms</b> and benefits are implemented.</p> <p>10.4 Issues/problems are proactively resolved through win-win solutions wherever practicable.</p>	<p>4.1 Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination, conflict resolution</p> <p>4.2 Health, safety and environment (HSE) principles and requirements</p> <p>4.3 Employee assistance mechanisms in the enterprise</p>	<p>4.1 Using formal problem-solving procedures, e. g., root-cause analysis, six sigma</p> <p>4.2 Communication skills</p> <p>4.3 Applying motivational principles, e. g., positive stroking, behavior modification</p>

## RANGE OF VARIABLES

<b>VARIABLE</b>	<b>RANGE</b>
8. Strategic directions	May include: 1.8. Business continuity and succession 1.9. Resource access security 1.10. Core competencies development 1.11. New developments, including technological change, new products and processes, new policies and regulations
9. Business/Corporate plan	May include: 9.1 Action steps and responsibilities of departments and individual workers 9.2 Resource requirements and budget 9.3 Tactics and strategies to achieve objectives
10. Helpful mechanisms	May include: 10.1 Wage and non-wage benefits 10.2 Employee awards and recognition systems 10.3 Employee rights and welfare policies 10.4 Full-disclosure/Transparency policies

## EVIDENCE GUIDE

9. Critical aspects of competency	<b>Assessment requires evidence that the candidate :</b> 1.5 Demonstrated ability to build and maintain a profitable and stable enterprise as shown by stakeholder feedback, employee testimonies and company financial statements
10. Resource Implications	The following resources should be provided: 10.1 Interview guide for entrepreneurs, enterprise workers and third parties 10.2 Materials and location relevant to the proposed activity and tasks
11. Methods of Assessment	<b>Competency in this unit may be assessed through :</b> 11.1 Case problems 11.2 Interview 11.3 Portfolio 11.4 Third-party report
12. Context of Assessment	12.1 Competency may be assessed in workplace or in a simulated workplace setting 12.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group