

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

| ELEMENT                     | PERFORMANCE CRITERIA  | REQUIRED KNOWLEDGE  | REQUIRED SKILLS   |
|-----------------------------|---|---|---|
|                             | <i>Italicized terms are elaborated in the Range of Variables</i>  |   |   |
|                             | 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.<br>3.2 Profitability of enterprise is ensured through appropriate internal controls.<br>3.3 Unnecessary or lower-priority expenses and purchases are avoided. | 3.1 Basic cost-benefit analysis<br>3.2 Basic financial management<br>3.3 Basic financial accounting<br>3.4 Business internal controls | 3.1 Setting business priorities and strategies<br>3.2 Interpreting basic financial statements<br>3.3 Preparing business plans |

### RANGE OF VARIABLES

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

## EVIDENCE GUIDE

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|-----------------------------------|---|
| 1. Critical aspects of competency | <b>Assessment requires evidence that the candidate :</b><br>1.1 Demonstrated basic entrepreneurial skills<br>1.2 Demonstrated ability to conceptualize and plan a micro/small enterprise<br>1.3 Demonstrated ability to manage/operate a micro/small-scale business |
| 2. Resource Implications          | The following resources should be provided:<br>2.1 Case problems on micro/small-scale enterprises<br>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><br>3.1 Case problems<br>3.2 Oral Questioning<br>3.3 Portfolio  |
| 4. Context of Assessment          | 4.1 Competency may be assessed in workplace or in a simulated workplace setting<br>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.<br>4.2 Market trends are monitored, anticipated and taken advantage of where feasible.<br>4.3 New technologies, products and processes are included/utilized where advantageous to the enterprise.<br>4.4 Constant dialog/linkages with other entrepreneurs/peers and stakeholders are maintained<br>4.5 Circulation and participation in business fora, meetings, conventions and exhibits are maintained. | 1.6 Business models and strategies<br>1.7 Types and categories of businesses<br>1.8 Business internal controls<br>1.9 Relevant national and local legislation and regulations<br>1.10 Basic quality control and assurance concepts | 1.5 Basic bookkeeping/ accounting skills<br>1.6 Communication skills<br>1.7 Building relations with customer and employees<br>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<br>2.6 Basic product promotion   | 2.4 Building customer relations<br>2.5 Individual  |

| ELEMENT                         | PERFORMANCE CRITERIA   | REQUIRED KNOWLEDGE   | REQUIRED SKILLS  |
|---------------------------------|--|--|--|
|                                 | <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:<br>6.1 Accounting systems<br>6.2 Financial statements/reports<br>6.3 Cash management<br>6.4 Managing property, plant and equipment    |
| 7. Continuous improvement | May include:<br>7.1 Quality management systems (PDCA, ISO 9001, TQM, etc.)<br>7.2 Client feedback systems<br>7.3 Quality assurance/Quality control |

## EVIDENCE GUIDE

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| 5. Critical aspects of competency | <b>Assessment requires evidence that the candidate :</b><br>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:<br>6.1 Interview guide for entrepreneurs, enterprise workers and third parties<br>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><br>7.1 Written report<br>7.2 Interview<br>7.3 Portfolio<br>7.4 Third-party report   |
| 8. Context of Assessment          | 8.1 Competency may be assessed in workplace or in a simulated workplace setting<br>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>   |



| ELEMENT                                       | PERFORMANCE CRITERIA  | REQUIRED KNOWLEDGE   | REQUIRED SKILLS  |
|---|---|--|--|
|   | <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

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

## EVIDENCE GUIDE

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|-----------------------------------|---|
| 9. Critical aspects of competency | <b>Assessment requires evidence that the candidate :</b><br>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:<br>10.1 Interview guide for entrepreneurs, enterprise workers and third parties<br>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><br>11.1 Case problems<br>11.2 Interview<br>11.3 Portfolio<br>11.4 Third-party report   |
| 12. Context of Assessment         | 12.1 Competency may be assessed in workplace or in a simulated workplace setting<br>12.2 Assessment shall be observed while tasks are being undertaken whether individually or in-group   |