



**REPUBLIC OF KENYA**

**COMPETENCY BASED CURRICULUM**

**FOR**

**BUSINESS MANAGEMENT**

**LEVEL 5**



**TVET CDACC**  
**P.O. BOX 15745-00100**  
**NAIROBI**

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## Table of Content

Table of Content .....	i
Foreword .....	ii
Preface.....	iii
Acknowledgment .....	iv
Acronyms .....	v
Key to Unit Code .....	vi
Course Overview .....	vii
BASIC UNITS OF COMPETENCY .....	1
Communication Skills.....	<b>Error! Bookmark not defined.</b>
Numeracy Skills .....	<b>Error! Bookmark not defined.</b>
Digital Literacy.....	<b>Error! Bookmark not defined.</b>
Entrepreneurial Skills.....	<b>Error! Bookmark not defined.</b>
Employability Skills .....	<b>Error! Bookmark not defined.</b>
Environmental Literacy.....	<b>Error! Bookmark not defined.</b>
Occupational Safety and Health Practices.....	<b>Error! Bookmark not defined.</b>
COMMON UNITS OF COMPETENCY .....	39
Managing Business Research and Development .....	40
CORE UNITS OF COMPETENCY .....	44
Coordinating Human Resource Functions.....	45
Maintaining Customer Experience .....	51
Carrying Out Corporate Image Strategies .....	56
Maintaining Business Assets and Liabilities .....	60
Controlling Business Risks .....	65
Coordinating Information Communication Technology .....	69

## **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 to 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 this curriculum was developed for the purpose of developing a competency-based curriculum for Business Manager. This curriculum will also be the bases for assessment of an individual for competence certification.

It is my conviction that this curriculum will play a great role towards development of competent human resource for the Business management 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. 4 of 2016 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET 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 Manager Level 6.

This curriculum is 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 this curriculum.

**PROF. CHARLES M. M. ONDIEKI, PHD, FIET (K), CON. ENG. TECH.  
CHAIRMAN, TVET CDACC**

## **ACKNOWLEDGMENT**

This curriculum has been 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 this curriculum.

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.

My gratitude also goes to the Ministry of Commerce which enabled the development of these Standards through the industry experts.

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

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**CHAIRMAN  
BUSINESS SECTOR SKILLS ADVISORY COMMITTEE**

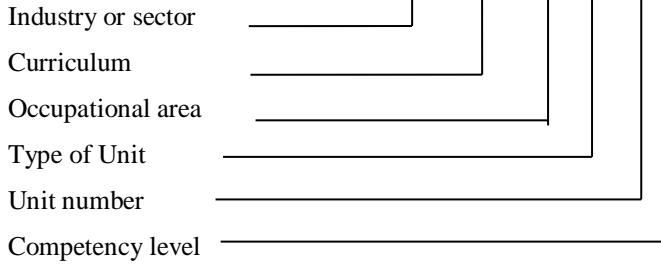
## ACRONYMS

TVET	Technical and Vocational Education and Training
CDACC	Curriculum Development, Assessment and Certification Council
ICT	Information Communication Technology
SWOT	Strength Weaknesses Opportunities and Threats
IPR	Intellectual Properties Rights
QMS	Quality Management System
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
ERM	Enterprise Resource Management
ERP	Enterprise Resource Planning
SOP	Standard Operating Procedures
PR	Public Relations
ISO	International Standards Organization

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## KEY TO UNIT CODE

**BUS/ CU/ BM/BC/ 01 / 5**



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## COURSE OVERVIEW

This course is designed to equip individuals with the competences required to practice as Business Managers in the modern business sector. It reflects the employers' demand for qualified personnel, that would enable them to compete in an environment that is constantly evolving and the expectations of clients are becoming ever more demanding.

### Brief Description of the Course

The course consists of a programme of:

- i) **Basic units of learning** to build the necessary skills and attitudes to enhance the employability of business manager, enabling them to make positive contributions to the operations and profitability of modern business organisations
  
- ii) **Core units of learning** to develop high-end knowledge and skills to manage business entities

### Units of Learning

#### Basic Units of Learning

Unit Code	Unit Title	Duration in Hours	Credit Factor
BUS/BM/BC/01/5	Demonstrate Communication Skills	40	4
BUS/BM/BC/02/5	Demonstrate Numeracy Skills	40	4
BUS/BM/BC/03/5	Demonstrate Digital Literacy	40	4
BUS/BM/BC/04/5	Demonstrate Entrepreneurial Skills	40	4
BUS/BM/BC/05/5	Demonstrate Employability Skills	40	4
BUS/BM/BC/06/5	Demonstrate Environmental Literacy	40	4

<b>Unit Code</b>	<b>Unit Title</b>	<b>Duration in Hours</b>	<b>Credit Factor</b>
BUS/BM/BC/07/5	Demonstrate Occupational Safety and Health Practices	40	4
<b>Total</b>		<b>280</b>	<b>28</b>

### Common Units of Learning

<b>Unit Code</b>	<b>Unit Title</b>	<b>Duration in Hours</b>	<b>Credit Factor</b>
<b>BUS/BM/CC/01/5</b>	Manage Business Research and Development	120	12
<b>Total</b>		<b>120</b>	<b>12</b>

### Core Units of Learning

<b>Unit Code</b>	<b>Unit Title</b>	<b>Duration in Hours</b>	<b>Credit Factor</b>
BUS/BM/CR/01/5	Coordinating Human Resources Functions	120	12
BUS/BM/CR/02/5	Maintaining Customer Experience	120	12
BUS/BM/CR/03/5	Carrying Out Corporate Image Strategies	120	12
BUS/BM/CR/04/5	Maintaining Business Assets and Liabilities	120	12
BUS/BM/CR/05/5	Controlling Business Risks	120	12

<b>Unit Code</b>	<b>Unit Title</b>	<b>Duration in Hours</b>	<b>Credit Factor</b>
BUS/BM/CR/06/5	Coordinating Information Communications Technology (ICT)	120	12
BUS/BM/CR/10/5	Industrial Attachment	360	36
<b>Total</b>		<b>1080</b>	<b>108</b>
<b>Grand Total</b>		<b>1480</b>	<b>148</b>

Total hours for this course are **1480 hours**.

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## **Entry Requirements**

An individual entering this course should have any of the following minimum requirements:

- a) Kenya Certificate of Secondary Education (K.C.S.E.) with a minimum mean grade of D (plain)  
**Or**
- b) Business Management Level 4 Certificate with **one** year of continuous work experience  
**Or**
- c) Equivalent qualifications as determined by Kenya National Qualifications Authority (KNQA)

## **Provision for Industrial attachment**

It is envisaged that the trainee will have undergone an industrial training and assessment with a recognised Business enterprise as a prerequisite for completion of this training course.

## **Assessment**

The course will be assessed at two levels: internally and externally. Internal assessment is continuous and is conducted by the trainer who is monitored by an internal accredited verifier while external assessment is the responsibility of TVET CDACC.

As part of the continuous internal assessment process, trainees will maintain a portfolio of evidence of their achievements.

## **Certification**

On successful completion of a Unit of Learning, a trainee will be issued with a Certificate that acknowledges the achievement of that competence. On successful completion of **all** units of learning, a trainee will be awarded a Business Manager Diploma qualification. These certificates will be issued by TVET CDACC in conjunction with training provider.

## **BASIC UNITS OF LEARNING**

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## COMMUNICATION SKILLS

**UNIT CODE: BUS/CU/BM/BC/01/5**

### **Relationship to Occupational Standards**

This unit addresses the unit of competency: Demonstrate communication skills

**Duration of Unit:** 25 hours

### **Unit Description**

This unit describes the competencies required to use specialized communication skills to meet specific needs of internal and external clients, conduct interviews, facilitate discussion with groups and contribute to the development of communication strategies.

### **Summary of Learning Outcomes**

1. Meet communication needs of clients and colleagues
2. Contribute to the development of communication strategies
3. Conduct interviews
4. Facilitate group discussions
5. Represent the organization

### **Learning Outcomes, Content and Suggested Assessment Methods**

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
1. Meet communication needs of clients and colleagues	<ul style="list-style-type: none"><li>• Communication process</li><li>• Modes of communication</li><li>• Medium of communication</li></ul>	<ul style="list-style-type: none"><li>• Observation</li><li>• Oral</li></ul>

	<ul style="list-style-type: none"> <li>● Effective communication</li> <li>● Barriers to communication</li> <li>● Flow of communication</li> <li>● Sources of information</li> <li>● Organizational policies</li> <li>● Organization requirements for written and electronic communication methods</li> <li>● Report writing</li> <li>● Effective questioning techniques (clarifying and probing)</li> <li>● Workplace etiquette</li> <li>● Ethical work practices in handling communication</li> <li>● Active listening</li> <li>● Feedback</li> <li>● Interpretation</li> <li>● Flexibility in communication</li> </ul>	
2. Contribute to the development of	<ul style="list-style-type: none"> <li>● Dynamics of groups</li> <li>● Styles of group leadership</li> </ul>	<ul style="list-style-type: none"> <li>● Written</li> <li>● Observation</li> </ul>

communication strategies	<ul style="list-style-type: none"> <li>• Openness and flexibility in communication</li> <li>• Communication skills relevant to client groups</li> </ul>	
3. Conduct interviews	<ul style="list-style-type: none"> <li>• Types of interview</li> <li>• Establishing rapport</li> <li>• Facilitating resolution of issues</li> <li>• Developing action plans</li> </ul>	<ul style="list-style-type: none"> <li>• Written</li> <li>• Observation</li> </ul>
4. Facilitate group discussions	<ul style="list-style-type: none"> <li>• Identification of communication needs</li> <li>• Dynamics of groups</li> <li>• Styles of group leadership</li> <li>• Presentation of information</li> <li>• Encouraging group members participation</li> <li>• Evaluating group communication strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Written</li> <li>• Observation</li> </ul>
5. Represent the organization	<ul style="list-style-type: none"> <li>• Presentation techniques</li> <li>• Development of a presentation</li> <li>• Multi-media utilization in presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> </ul>



	<ul style="list-style-type: none"><li>• Communication skills relevant to client groups</li></ul>	
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### **Suggested Delivery Methods**

- Interview
- Role playing
- Observation
- Viewing of related videos

### **Recommended Resources**

- Desktop computers/laptops
- Internet connection
- Projectors
- Telephone

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## NUMERACY SKILLS

**UNIT CODE: BUS/CU/BM/BC/02/5**

### **Relationship to Occupational Standards:**

This unit addresses the unit of competency: Demonstrate numeracy skills

**Duration of Unit:** 40 hours

### **Unit Description**

This unit covers the competencies required to perform numerical functions. The person who is competent in this unit shall be able to: Calculate with whole numbers and familiar fractions, decimals and percentages for work; Estimate, measure, and calculate with routine metric measurements for work; Use routine maps and plans for work; Interpret, draw and construct 2D and 3D shapes for work; Interpret routine tables, graphs and charts for work; Collect data and construct routine tables and graphs for work; and Use basic functions of calculator

### **Summary of Learning Outcomes**

1. Calculate with whole numbers and familiar fractions, decimals and percentages for work
2. Estimate, measure and calculate with routine metric measurements for work
3. Use routine maps and plans for work
4. Interpret, draw and construct 2D and 3D shapes for work
5. Interpret routine tables, graphs and charts for work
6. Collect data and construct routine tables and graphs for work
7. Use basic functions of calculator

## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Calculate with whole numbers and familiar fractions, decimals and percentages for work	<ul style="list-style-type: none"><li>▪ Interpretation of whole numbers, fractions, decimals, percentages and rates</li><li>▪ Calculations involving several steps</li><li>▪ Calculation with whole numbers and routine or familiar fractions, decimals and percentages</li><li>▪ Conversion between equivalent forms of fractions, decimals and percentages</li><li>▪ Application of order of operations to solve multi-step calculations</li><li>▪ Application of problem solving strategies</li><li>▪ Making estimations to check reasonableness of problem solving process, outcome and its appropriateness to the context and task</li><li>▪ Use of formal and informal mathematical language and symbolism to communicate the result of a task</li></ul>	<ul style="list-style-type: none"><li>• Oral</li><li>• Written</li><li>• Practical test</li><li>• Observation</li></ul>

<p>2. Estimate, measure and calculate with routine metric measurements for work</p>	<ul style="list-style-type: none"> <li>▪ Selection and interpretation of measurement information in workplace tasks and texts</li> <li>▪ Identification and selection of routine measuring equipment</li> <li>▪ Estimation and making measurements using correct units</li> <li>▪ Estimation and calculation using routine measurements</li> <li>▪ Performing conversions between routinely used metric units</li> <li>▪ Using problem solving processes to undertake tasks</li> <li>▪ Recording information using mathematical language and symbols</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Practical test</li> <li>• Observation</li> </ul>
<p>3. Use routine maps and plans for work</p>	<ul style="list-style-type: none"> <li>▪ Identification of features in routine maps and plans</li> <li>▪ Symbols and keys used in routine maps and plans</li> <li>▪ Identification and interpretation of orientation of map to North</li> <li>▪ Demonstrate understanding of direction and location</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Practical test</li> <li>• Observation</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Apply simple scale to estimate length of objects, or distance to location or object</li> <li>▪ Give and receive directions using both formal and informal language</li> </ul>	
<p>4. Interpret, draw and construct 2D and 3D shapes for work</p>	<ul style="list-style-type: none"> <li>▪ Identify two dimensional shapes and routine three dimensional shapes in everyday objects and in different orientations</li> <li>▪ Explain the use and application of shapes</li> <li>▪ Use formal and informal mathematical language and symbols to describe and compare the features of two dimensional shapes and routine three dimensional shapes</li> <li>▪ Identify common angles</li> <li>▪ Estimate common angles in everyday objects</li> <li>▪ Use formal and informal mathematical language to describe and compare common angles</li> <li>▪ Use common geometric instruments to draw two dimensional shapes</li> <li>▪ Construct routine three dimensional objects from given nets</li> </ul>	

<p>5. Interpret routine tables, graphs and charts for work</p>	<ul style="list-style-type: none"> <li>▪ Identify routine tables, graphs and charts in predominately familiar texts and contexts</li> <li>▪ Identify common types of graphs and their different uses</li> <li>▪ Identify features of tables, graphs and charts</li> <li>▪ Locate specific information</li> <li>▪ Perform calculations to interpret information</li> <li>▪ Explain how statistics can inform and persuade</li> <li>▪ Identify misleading statistical information</li> <li>▪ Discuss information relevant to the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Practical test</li> <li>• Observation</li> </ul>
<p>6. Collect data and construct routine tables and graphs for work</p>	<ul style="list-style-type: none"> <li>▪ Identify features of common tables and graphs</li> <li>▪ Identify uses of <b>different tables and graphs</b></li> <li>▪ Determine data and variables to be collected</li> <li>▪ Determine audience</li> <li>▪ Select a method to collect data</li> <li>▪ Collect data</li> <li>▪ Collate information in a table</li> <li>▪ Determine suitable scale and axes</li> <li>▪ Draft and draw graph to present information</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Practical test</li> <li>• Observation</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Check that data meets the expected results and context</li> <li>▪ Report or discuss information using formal and informal mathematical language</li> </ul>	
7. Use basic functions of calculator	<ul style="list-style-type: none"> <li>▪ Identify and use keys for <b>basic functions on a calculator</b></li> <li>▪ Calculate using whole numbers, money and routine decimals and percentages</li> <li>▪ Calculate with routine fractions and percentages</li> <li>▪ Apply order of operations to solve multi-step calculations</li> <li>▪ Interpret display and record result</li> <li>▪ Make estimations to check reasonableness of problem solving process, outcome and its appropriateness to the context and task</li> <li>▪ Use formal and informal mathematical language and appropriate symbolism and conventions to communicate the result of the task</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Practical test</li> <li>• Observation</li> </ul>

**Suggested Delivery Methods**

- Group discussions
- Demonstration by trainer
- Practical work by trainee
- Exercises

**Recommended Resources**

- Calculators
- Rulers, pencils, erasers
- Charts with presentations of data
- Graph books
- Dice

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## DIGITAL LITERACY

**UNIT CODE: BUS/CU/BM/BC/03/5**

### **Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate digital literacy

**Duration of Unit:** 45 hours

### **Unit Description**

This unit describes competencies required to use a computer and other digital devices for the purposes of communication, work performance and management at the workplace.

### **Summary of Learning Outcomes**

1. Identify computer software and hardware
2. Apply security measures to data, hardware, software in automated environment
3. Apply computer software in solving tasks
4. Apply internet and email in communication at workplace
5. Apply desktop publishing in official assignments
6. Prepare presentation packages

### **Learning Outcomes, Content and Suggested Assessment Methods**

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
1. Identify computer hardware and software	<ul style="list-style-type: none"><li>● Concepts of ICT</li><li>● Functions of ICT</li><li>● History of computers</li><li>● Components of a computer</li><li>● Classification of computers</li></ul>	<ul style="list-style-type: none"><li>● Written tests</li><li>● Oral presentation</li><li>● Observation</li></ul>

<p>2. Apply security measures to data, hardware and software</p>	<ul style="list-style-type: none"> <li>● Data security and control</li> <li>● Security threats and control measures</li> <li>● Types of computer crimes</li> <li>● Detection and protection against computer crimes</li> <li>● Laws governing protection of ICT</li> </ul>	<ul style="list-style-type: none"> <li>● Written tests</li> <li>● Oral presentation</li> <li>● Observation</li> <li>● Project</li> </ul>
<p>3. Apply computer software in solving tasks</p>	<ul style="list-style-type: none"> <li>● Operating system</li> <li>● Word processing</li> <li>● Spread sheets</li> <li>● Data base design and manipulation</li> <li>● Data manipulation, storage and retrieval</li> </ul>	<ul style="list-style-type: none"> <li>● Oral questioning</li> <li>● Observation</li> <li>● Project</li> </ul>
<p>4. Apply internet and email in communication at workplace</p>	<ul style="list-style-type: none"> <li>● Computer networks</li> <li>● Network configurations</li> <li>● Uses of internet</li> <li>● Electronic mail (e-mail) concept</li> </ul>	<ul style="list-style-type: none"> <li>● Oral questioning</li> <li>● Observation</li> <li>● Oral presentation</li> <li>● Written report</li> </ul>
<p>5. Apply desktop publishing in official assignments</p>	<ul style="list-style-type: none"> <li>● Concept of desktop publishing</li> <li>● Opening publication window</li> <li>● Identifying different tools and tool bars</li> <li>● Determining page layout</li> <li>● Opening, saving and closing files</li> </ul>	<ul style="list-style-type: none"> <li>● Oral questioning</li> <li>● Observation</li> <li>● Oral presentation</li> <li>● Written report</li> <li>● Project</li> </ul>

	<ul style="list-style-type: none"> <li>• Drawing various shapes using DTP</li> <li>• Using colour pellets to enhance a document</li> <li>• Inserting text frames</li> <li>• Importing and exporting text</li> <li>• Object linking and embedding</li> <li>• Designing of various publications</li> <li>• Printing of various publications</li> </ul>	
6. Prepare presentation packages	<ul style="list-style-type: none"> <li>• Types of presentation packages</li> <li>• Procedure of creating slides</li> <li>• Formatting slides</li> <li>• Presentation of slides</li> <li>• Procedure for editing objects</li> </ul>	<ul style="list-style-type: none"> <li>• Oral questioning</li> <li>• Observation</li> <li>• Oral presentation</li> <li>• Written report</li> <li>• Project</li> </ul>

### Suggested Delivery Methods

- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos
- Project
- Group discussions

### **Recommended Resources**

- Desk top computers
- Laptop computers
- Other digital devices
- Printers
- Storage devices
- Internet access
- Computer software

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## ENTREPRENEURIAL SKILLS

**UNIT CODE: BUS/CU/BM/BC/04/5**

### **Relationship to occupational standards**

This unit addresses the unit of competency: Demonstrate entrepreneurial skills

**Duration of unit:** 70 hours

### **Unit description**

This unit describes the competencies critical to demonstration of entrepreneurial aptitudes. It involves, developing business innovation strategies, developing new markets, customer base, expanding employed capital and undertaking regional/county expansion while retaining motivated staff.

### **Summary of Learning Outcomes**

1. Develop business innovation strategies
2. Develop new products/ markets
3. Expand customers and product lines
4. Motivate all staff/workers
5. Expand employed capital base
6. Undertake regional/county business expansion

### **Learning Outcomes, Content and Suggested Assessment Methods**

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
1. Develop business Innovation strategies	<input type="checkbox"/> Innovation in business <input type="checkbox"/> Business innovation strategies <input type="checkbox"/> Creativity for business development	<input type="checkbox"/> Observation <input type="checkbox"/> Case studies <input type="checkbox"/> Individual/group assignments Projects <input type="checkbox"/> Written

	<input type="checkbox"/> New technologies in entrepreneurship <input type="checkbox"/> Linkages with other entrepreneurs <input type="checkbox"/> Setting strategic directions <input type="checkbox"/> New ideas and approaches <input type="checkbox"/> Entrepreneurial skills development <input type="checkbox"/> Market trends <input type="checkbox"/> Monitoring and anticipating market trends <input type="checkbox"/> Products and processes in entrepreneurship <input type="checkbox"/> Business conventions ad exhibitions <input type="checkbox"/> Business growth refocus	<input type="checkbox"/> Oral
2. Develop new products/ markets	<input type="checkbox"/> Feasibility study for new products <input type="checkbox"/> Identifying new sources of raw material and resources <input type="checkbox"/> New target markets/customers <input type="checkbox"/> Increasing products and services <input type="checkbox"/> Marketing improvement <input type="checkbox"/> Intrapreneurship and business growth	<input type="checkbox"/> Observation <input type="checkbox"/> Case studies <input type="checkbox"/> Individual/group assignments <input type="checkbox"/> Projects <input type="checkbox"/> Written <input type="checkbox"/> Oral

<p>3. Expand customers and product lines</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Market demand</li> <li><input type="checkbox"/> Regulatory environment</li> <li><input type="checkbox"/> Creating product and services competitive advantages</li> <li><input type="checkbox"/> Creating royal client base</li> <li><input type="checkbox"/> Identifying and maintain new customers and markets</li> <li><input type="checkbox"/> Advance product/ service promotions</li> <li><input type="checkbox"/> Advance market expansion</li> <li><input type="checkbox"/> Small business records management</li> <li><input type="checkbox"/> Book keeping and auditing for small businesses</li> <li><input type="checkbox"/> Computer application software and programmes</li> <li><input type="checkbox"/> ICT in customer and product diversification</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Oral</li> <li><input type="checkbox"/> Observation</li> <li><input type="checkbox"/> Case studies</li> <li><input type="checkbox"/> Individual/group assignments</li> <li><input type="checkbox"/> Projects</li> <li><input type="checkbox"/> Written</li> </ul>
<p>4. Motivate staff/workers</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Motivation of workers</li> <li><input type="checkbox"/> Communication at workplace for motivation purpose</li> <li><input type="checkbox"/> Problem solving</li> <li><input type="checkbox"/> Conflict resolution at place of work</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Observation</li> <li><input type="checkbox"/> Case studies</li> <li><input type="checkbox"/> Individual/group assignments</li> <li><input type="checkbox"/> Projects</li> <li><input type="checkbox"/> Written</li> </ul>

	<input type="checkbox"/> Good staff/workers relation <input type="checkbox"/> Team building and team work <input type="checkbox"/> Staff development and enhancement <input type="checkbox"/> Culture of continuous improvement	
5. Expand employed capital base	<input type="checkbox"/> Employed capital in business <input type="checkbox"/> Business share holdings <input type="checkbox"/> Types of shares <input type="checkbox"/> Shares diversification <input type="checkbox"/> Role of shareholders <input type="checkbox"/> Entrepreneurship <input type="checkbox"/> Increasing products and services	<input type="checkbox"/> Observation <input type="checkbox"/> Case studies <input type="checkbox"/> Individual/group assignments <input type="checkbox"/> Projects <input type="checkbox"/> Written <input type="checkbox"/> Oral
6. Undertake county/ regional business expansion	<input type="checkbox"/> Region/ county identification process <input type="checkbox"/> Regional/ county laws and regulation <input type="checkbox"/> Business regional/county expansion <input type="checkbox"/> Regional/ County business expansion <input type="checkbox"/> Innovation in business <input type="checkbox"/> Business expansion and diversification <input type="checkbox"/> Resources for regional/county expansion	<input type="checkbox"/> Observation <input type="checkbox"/> Case studies <input type="checkbox"/> Individual/group assignments <input type="checkbox"/> Projects <input type="checkbox"/> Written <input type="checkbox"/> Oral



	<ul style="list-style-type: none"><li><input type="checkbox"/> Small business Strategic Plan</li><li><input type="checkbox"/> Computer software in business development</li><li><input type="checkbox"/> ICT and business growth</li></ul>	
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### **Suggested Delivery Methods**

- Instructor led facilitation of theory
- Demonstration by trainer
- Practice by trainee
- Role play
- Case study

### **Recommended Resources**

- Case studies for small businesses
- Business plan templates
- Laptop/ desktop computers
- Internet
- Telephone
- Writing materials

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## EMPLOYABILITY SKILLS

**UNIT CODE: BUS/CU/BM/BC/05/5**

### **Relationship to Occupational Standards**

This unit addresses the Unit of Competency: Demonstrate employability skills

**Duration of Unit:** 50 hours

### **Unit Description**

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

### **Summary of Learning Outcomes**

1. Conduct self-management
2. Demonstrate interpersonal communication
3. Demonstrate critical safe work habits
4. Lead small teams
5. Plan and organize work
6. Maintain professional growth and development
7. Demonstrate workplace learning
8. Demonstrate problem solving skills
9. Demonstrate workplace ethics

### **Learning Outcomes, Content and Suggested Assessment Methods**

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
1. Conduct self-management	<ul style="list-style-type: none"><li>• Self-awareness</li><li>• Formulating personal vision, mission and goals</li></ul>	<ul style="list-style-type: none"><li>• Observation</li><li>• Written</li></ul>

	<ul style="list-style-type: none"> <li>• Strategies for overcoming life challenges</li> <li>• Emotional intelligence</li> <li>• Assertiveness versus aggressiveness</li> <li>• Expressing personal thoughts, feelings and beliefs</li> <li>• Developing and maintaining high self-esteem</li> <li>• Developing and maintaining positive self-image</li> <li>• Articulating ideas and aspirations</li> <li>• Accountability and responsibility</li> <li>• Good work habits</li> <li>• Self-awareness</li> <li>• Self-development</li> <li>• Financial literacy</li> <li>• Healthy lifestyle practices</li> </ul>	<ul style="list-style-type: none"> <li>• Oral interview</li> <li>• Third party report</li> </ul>
<p>2. Demonstrate interpersonal communication</p>	<ul style="list-style-type: none"> <li>• Meaning of interpersonal communication</li> <li>• Listening skills</li> <li>• Types of audience</li> <li>• Writing skills</li> <li>• Reading skills</li> <li>• Meaning of empathy</li> <li>• Understanding customers' needs</li> <li>• Establishing communication networks</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral interview</li> <li>• Third party report</li> </ul>

	<ul style="list-style-type: none"> <li>• Sharing information</li> </ul>	
3. Demonstrate critical safe work habits	<ul style="list-style-type: none"> <li>• Stress and stress management</li> <li>• Punctuality and time consciousness</li> <li>• Leisure</li> <li>• Integrating personal objectives into organizational objectives</li> <li>• Resources utilization</li> <li>• Setting work priorities</li> <li>• HIV and AIDS</li> <li>• Drug and substance abuse</li> <li>• Handling emerging issues</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral interview</li> <li>• Third party report</li> </ul>
4. Lead a small team	<ul style="list-style-type: none"> <li>• Leadership qualities</li> <li>• Team building</li> <li>• Determination of team roles and objectives</li> <li>• Team performance indicators</li> <li>• Responsibilities in a team</li> <li>• Forms of communication</li> <li>• Complementing team activities</li> <li>• Gender and gender mainstreaming</li> <li>• Human rights</li> <li>• Maintaining relationships</li> <li>• Conflicts and conflict resolution</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Oral interview</li> <li>• Written</li> <li>• Third party report</li> </ul>

<p>5. Plan and organize work</p>	<ul style="list-style-type: none"> <li>• Functions of management <ul style="list-style-type: none"> <li>✓ Planning</li> <li>✓ Organizing</li> </ul> </li> <li>• Time management</li> <li>• Decision making process</li> <li>• Task allocation</li> <li>• Evaluating work activities</li> <li>• Resource utilization</li> <li>• Problem solving</li> <li>• Collecting and organising information</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Oral interview</li> <li>• Written</li> <li>• Third party report</li> </ul>
<p>6. Maintain professional growth and development</p>	<ul style="list-style-type: none"> <li>• Opportunities for professional growth</li> <li>• Assessing training needs</li> <li>• Licenses and certifications for professional growth and development</li> <li>• Pursuing personal and organizational goals</li> <li>• Identifying work priorities</li> <li>• Recognizing career advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Oral interview</li> <li>• Written</li> <li>• Third party report</li> </ul>
<p>7. Demonstrate workplace learning</p>	<ul style="list-style-type: none"> <li>• Managing own learning</li> <li>• Contributing to the learning community at the workplace</li> <li>• Cultural aspects of work</li> <li>• Variety of learning context</li> <li>• Application of learning</li> <li>• Safe use of technology</li> <li>• Identifying opportunities</li> <li>• Generating new ideas</li> <li>• Workplace innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Oral interview</li> <li>• Written</li> <li>• Third party report</li> </ul>

	<ul style="list-style-type: none"> <li>• Performance improvement</li> <li>• Handling emerging issues</li> <li>• Future trends and concerns in learning</li> </ul>	
8. Demonstrate problem solving skills	<ul style="list-style-type: none"> <li>• Problem identification</li> <li>• Problem solving</li> <li>• Application of problem-solving strategies</li> <li>• Resolving customer concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Oral interview</li> <li>• Written</li> <li>• Third party report</li> </ul>
9. Demonstrate workplace ethics	<ul style="list-style-type: none"> <li>• Meaning of ethics</li> <li>• Ethical perspectives</li> <li>• Principles of ethics</li> <li>• Values and beliefs</li> <li>• Ethical standards</li> <li>• Organization code of ethics</li> <li>• Common ethical dilemmas</li> <li>• Organization culture</li> <li>• Corruption, bribery and conflict of interest</li> <li>• Privacy and data protection</li> <li>• Diversity, harassment and mutual respect</li> <li>• Financial responsibility/accountability</li> <li>• Etiquette</li> <li>• Personal and professional integrity</li> <li>• Commitment to jurisdictional laws</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Oral interview</li> <li>• Written</li> <li>• Third party report</li> </ul>

	<ul style="list-style-type: none"><li>• Emerging issues in ethics</li></ul>	
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### **Suggested Methods of Delivery**

- Instructor lead facilitation of theory
- Demonstrations
- Simulation/Role play
- Group Discussion
- Presentations
- Projects
- Case studies
- Assignments

### **Recommended Resources**

- Computers
- Stationery
- Charts
- Video clips
- Audio tapes
- Radio sets
- TV sets
- LCD projectors

## ENVIRONMENTAL LITERACY

**UNIT CODE: BUS/CU/BM/BC/06/5**

### **Relationship to Occupational Standards**

This unit addresses the unit of competency: Demonstrate environmental literacy

**Duration of Unit:** 25 hours

### **Unit Description**

This unit describes the competencies required to control environmental hazard, control environmental pollution, comply with workplace sustainable resource use, evaluate current practices in relation to resource usage, identify environmental legislations/conventions for environmental concerns, implement specific environmental programs and monitor activities on environmental protection/programs.

### **Summary of Learning Outcomes**

1. Control environmental hazard
2. Control environmental Pollution
3. Demonstrate sustainable resource use
4. Evaluate current practices in relation to resource usage
5. Identify Environmental legislations/conventions for environmental concerns
6. Implement specific environmental programs
7. Monitor activities on Environmental protection/Programs



## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Control environmental hazard	<ul style="list-style-type: none"><li>● Purposes and content of Environmental Management and Coordination Act 1999</li><li>● Purposes and content of Solid Waste Act</li><li>● Storage methods for environmentally hazardous materials</li><li>● Disposal methods of hazardous wastes</li><li>● Types and uses of PPE in line with environmental regulations</li><li>● Occupational Safety and Health Standards (OSHS)</li></ul>	<ul style="list-style-type: none"><li>● Written questions</li><li>● Oral questions</li><li>● Observation of work procedures</li></ul>

<p>2. Control environmental Pollution control</p>	<ul style="list-style-type: none"> <li>● Types of pollution</li> <li>● Environmental pollution control measures</li> <li>● Types of solid wastes</li> <li>● Procedures for solid waste management</li> <li>● Different types of noise pollution</li> <li>● Methods for minimizing noise pollution</li> </ul>	<ul style="list-style-type: none"> <li>● Written questions</li> <li>● Oral questions</li> <li>● Observation of work procedures</li> <li>● Role play</li> </ul>
<p>3. Demonstrate sustainable resource use</p>	<ul style="list-style-type: none"> <li>● Types of resources</li> <li>● Techniques in measuring current usage of resources</li> <li>● Calculating current usage of resources</li> <li>● Methods for minimizing wastage</li> <li>● Waste management procedures</li> </ul>	<ul style="list-style-type: none"> <li>● Written questions</li> <li>● Oral questions</li> <li>● Observation of work procedures</li> <li>● Role play</li> </ul>

	<ul style="list-style-type: none"> <li>Principles of 3Rs (Reduce, Reuse, Recycle)</li> <li>Methods for economizing or reducing resource consumption</li> </ul>	
4. Evaluate current practices in relation to resource usage	<ul style="list-style-type: none"> <li>Collection of information on environmental and resource efficiency systems and procedures,</li> <li>Measurement and recording of current resource usage</li> <li>Analysis and recording of current purchasing strategies.</li> <li>Analysis of current work processes to access information and data</li> <li>Identification of areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Written questions</li> <li>Oral questions</li> <li>Observation of work procedures</li> <li>Role play</li> </ul>

<p>5. Identify Environmental legislations/conventions for environmental concerns</p>	<ul style="list-style-type: none"> <li>● Environmental issues/concerns</li> <li>● Environmental legislations /conventions and local ordinances</li> <li>● Industrial standard /environmental practices</li> <li>● International Environmental Protocols (Montreal, Kyoto)</li> <li>● Features of an environmental strategy</li> </ul>	<ul style="list-style-type: none"> <li>● Written questions</li> <li>● Oral questions</li> <li>● Observation of work procedures</li> </ul>
<p>6. Implement specific environmental programs</p>	<ul style="list-style-type: none"> <li>● Community needs and expectations</li> <li>● Resource availability</li> <li>● 5 s of good housekeeping</li> <li>● Identification of programs/Activities</li> <li>● Setting of individual roles /responsibilities</li> <li>● Resolving problems</li> </ul>	<ul style="list-style-type: none"> <li>● Written questions</li> <li>● Oral questions</li> <li>● Observation of work procedures</li> <li>● Role play</li> </ul>

	/constraints encountered <ul style="list-style-type: none"> <li>• Consultation with stakeholders</li> </ul>	
7. Monitor activities on Environmental protection/Programs	<ul style="list-style-type: none"> <li>• Periodic monitoring and Evaluation of activities</li> <li>• Gathering feedback from stakeholders</li> <li>• Analysing data gathered</li> <li>• Documentation of recommendations and submission</li> <li>• Setting of management support systems to sustain and enhance the program</li> <li>• Monitoring and reporting of environmental incidents to concerned /proper authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Oral questions</li> <li>• Written tests</li> <li>• Practical test</li> <li>• Observation</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

### **Recommended Resources**

- Standard operating and/or other workplace procedures manuals
- Specific job procedures manuals
- Environmental Management and Coordination Act 1999
- Machine/equipment manufacturer's specifications and instructions
- Personal Protective Equipment (PPE)
- ISO standards
- Company environmental management systems (EMS)
- Montreal Protocol
- Kyoto Protocol

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# OCCUPATIONAL SAFETY AND HEALTH PRACTICES

**UNIT CODE:** BUS/CU/BM/BC/07/5

## Relationship to Occupational Standards

This unit addresses the unit of competency: Demonstrate occupational safety and health practices

**Duration of Unit:** 25 hours

## Unit Description

This unit describes the competencies required to comply with regulatory and organizational requirements for occupational safety and health.

## Summary of Learning Outcomes

1. Identify workplace hazards and risk
2. Identify and implement appropriate control measures to hazards and risks
3. Implement OSH programs, procedures and policies/guidelines

## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Identify workplace hazards and risks	<ul style="list-style-type: none"><li>• Identification of hazards in the workplace and/or the indicators of their presence</li><li>• Evaluation and/or work environment measurements of OSH hazards/risk existing in</li></ul>	<ul style="list-style-type: none"><li>• Oral questions</li><li>• Written tests</li><li>• Observation of trainees identify hazards and risks</li></ul>

	<p>the workplace is conducted by</p> <ul style="list-style-type: none"> <li>• Authorized personnel or agency</li> <li>• Gathering of OHS issues and/or concerns raised</li> </ul>	
2. Identify and implement appropriate control measure to hazards and risks	<ul style="list-style-type: none"> <li>• Prevention and control measures, including use of PPE (personal protective equipment) for specific hazards are identified and implemented</li> <li>• Appropriate risk controls based on result of OSH hazard evaluation is recommended</li> <li>• Contingency measures, including emergency procedures during workplace incidents and emergencies are recognized and established in accordance with organization procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Oral questions</li> <li>• Written tests</li> <li>• Practical test</li> <li>• Observation of implementation of control measures</li> </ul>
3. Implement OSH programs, procedures and policies/guidelines	<ul style="list-style-type: none"> <li>• Providing information to work team about company OHS program, procedures and policies/guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Oral questions</li> <li>• Written tests</li> <li>• Practical test</li> <li>• Observation</li> </ul>



	<ul style="list-style-type: none"> <li>● Participating in implementation of OSH procedures and policies/ guidelines</li> <li>● Training of team members and advice on OSH standards and procedures</li> <li>● Implementation of procedures for maintaining OSH-related records</li> </ul>	
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### **Suggested Delivery Methods**

- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

### **Recommended Resources**

- Standard operating and/or other workplace procedures manuals
- Specific job procedures manuals
- Machine/equipment manufacturer's specifications and instructions
- Personal Protective Equipment (PPE) e.g.
  - ✓ Mask
  - ✓ Face mask/shield
  - ✓ Safety boots
  - ✓ Safety harness
  - ✓ 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

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## COMMON UNITS OF COMPETENCY

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## **MANAGING BUSINESS RESEARCH AND DEVELOPMENT**

### **UNIT CODE: BUS/BM/CC/01/5**

#### **Relationship to Occupational Standards:**

This unit addresses the unit of competency: Conduct business research and development

**Duration of Unit:** 120 Hours

#### **Unit Description**

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

#### **Summary of Learning Outcomes**

1. Establish research problem
2. Develop research plan
3. Conduct business research
4. Analyse business research finding
5. Document business research findings

## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Establish Research Problem	<ul style="list-style-type: none"> <li>● Carrying out business research needs</li> <li>● Gathering customer feedback</li> <li>● Establishing business research problem</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case studies</li> </ul>
2. Develop Research Plan	<ul style="list-style-type: none"> <li>● Identifying research geographical area and target population.</li> <li>● Determining research cost</li> <li>● Establishing research personnel.</li> <li>● Identifying research methods.</li> <li>● Identification research tools, equipment and materials.</li> <li>● Developing research hypothesis</li> <li>● Developing research schedule</li> </ul>	<ul style="list-style-type: none"> <li>● Written</li> <li>● Practical</li> <li>● Case studies</li> </ul>
3. Conduct Business Research	<ul style="list-style-type: none"> <li>● Identifying research tools, equipment and materials</li> <li>● Conducting reconnaissance</li> <li>● Collecting business research data</li> <li>● Adhering to research schedule</li> </ul>	<ul style="list-style-type: none"> <li>● Written</li> <li>● Practical</li> <li>● Observation</li> <li>● Case studies</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
4. Analyse Business Research Finding	<ul style="list-style-type: none"> <li>● Collecting business research data</li> <li>● Establishing business data analysis tools.</li> <li>● Analysing business research data.</li> </ul>	<ul style="list-style-type: none"> <li>● Written</li> <li>● Practical</li> <li>● Case studies</li> </ul>
5. Document Business Research Findings	<ul style="list-style-type: none"> <li>● Obtaining report writing tools</li> <li>● Developing business report</li> <li>● Implementation report.</li> </ul>	<ul style="list-style-type: none"> <li>● Written</li> <li>● Practical</li> <li>● Case studies</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation of theory
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

### **List of Recommended Resources**

#### **Tools and equipment**

- Calculator
- Computer
- Stationeries
- Camera
- Internet
- Tablets

#### **Materials**

- Questionnaires
- Mark pens

**PPEs**

- Safety Shoes, Gloves, Sunscreen lotions

**References**

- Books from business authors
- Company operating procedures
- Industry/workplace codes of practice
- Customer requirements
- Marketing needs report

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## **CORE UNITS OF COMPETENCY**

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## COORDINATING HUMAN RESOURCE FUNCTIONS

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

### **Relationship to Occupational Standards:**

This unit addresses the unit of competency: Coordinate human resources functions

**Duration of Unit:** 120 Hours

### **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. It also involves maintaining organizational culture, coordinating organization change and preparing departmental team report.

### **Summary of Learning Outcomes**

- 1 Undertake operational planning
- 2 Allocate departmental jobs and resources
- 3 Implement departmental Teamwork Strategy
- 4 Monitor team performance
- 5 Appraise employee performance
- 6 Rewards/penalize employees' performance
- 7 Prepare performance improvement plan
- 8 Maintain organizational culture
- 9 Coordinate organization change
- 10 Prepare departmental team report

## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Undertake operational planning	<ul style="list-style-type: none"> <li>● Obtaining operational plan from strategic plan</li> <li>● Identifying required resources</li> <li>● Preparing and approving operational.</li> <li>● Obtaining funds</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Project</li> <li>● Case study</li> </ul>
2. Allocate departmental jobs and resources	<ul style="list-style-type: none"> <li>● Identifying duties to be performed</li> <li>● Selecting employees.</li> <li>● Assigning roles</li> <li>● Allocating resources</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Projects</li> <li>● Case study</li> </ul>
3. Implement departmental Teamwork Strategy	<ul style="list-style-type: none"> <li>● Determining teamwork benefits</li> <li>● Managing teamwork stages</li> <li>● Establishing team building process</li> <li>● Establishing teamwork rewards</li> <li>● Reviewing teamwork strategies</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> <li>● Project</li> </ul>
4. Monitor team performance	<ul style="list-style-type: none"> <li>● Setting performance plans for the team</li> <li>● Monitoring teams' progress</li> <li>● Determining team work strategies</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Practical</li> <li>● Case study</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	<ul style="list-style-type: none"> <li>● Carrying out employees' periodic rating.</li> <li>● Rewarding teams</li> <li>● Preparing employees team improvement plan</li> </ul>	
5. Appraise employee performance	<ul style="list-style-type: none"> <li>● Carrying out employee appraisal</li> <li>● Carrying out training needs assessment</li> <li>● Identifying gaps on areas of competence</li> <li>● Carrying out training on identified gaps</li> <li>● Carrying out professional development of HR</li> <li>● Determining HR training and development cost</li> <li>● Carrying out employees' training</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Project</li> </ul>
6. Rewards/penalize employees performance	<ul style="list-style-type: none"> <li>● Determining employee motivation</li> <li>● Setting organizational motivation parameters</li> <li>● Recognizing and awarding employees</li> <li>● Determining innovations awards</li> <li>● Carrying out innovations vetting</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> <li>● Project</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	<ul style="list-style-type: none"> <li>● Presenting awards</li> </ul>	
7. Prepare Performance Improvement plan	<ul style="list-style-type: none"> <li>● Analysing reports of employee appraisal</li> <li>● Identifying and categorizing areas of employee improvement</li> <li>● Determining methods of employee improvement</li> <li>● Identifying employee's performance resources</li> <li>● Developing monitoring and evaluating procedures for improvement</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> </ul>
8. Maintain Organizational Culture	<ul style="list-style-type: none"> <li>● Building Organization culture</li> <li>● Establishing culture behaviour</li> <li>● Managing employee grievances</li> <li>● Carrying out employee discipline</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> <li>● Project</li> </ul>
9. Coordinate Organization Change	<ul style="list-style-type: none"> <li>● Preparing change management plan.</li> <li>● Undertaking change management process</li> <li>● Reviewing reorganization of work culture</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> <li>● Project</li> </ul>

Learning Outcome	Content	Suggested Assessment Methods
10. Prepare departmental team report	<ul style="list-style-type: none"> <li>● Comparing teams output with departmental targets</li> <li>● Determining variation from plans</li> <li>● Undertaking review of departmental team strategy</li> <li>● Preparing departmental team report</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> </ul>

### Suggested Delivery Methods

- Instructor led facilitation
- Demonstration by trainer
- Practical work by trainee
- Videos
- Group work and presentation
- Guest speakers

### List of Recommended Resources

#### Tools and Equipment

- Writing materials
- Developed questionnaires
- Tablets
- Computers
- Cameras
- Mobile phones
- Projectors

- Format templates

## **References**

- Company operating procedures
- Industry/workplace codes of practice
- Books
- Internet
- Organization policies
- Legal regulations and requirements

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## **MAINTAINING CUSTOMER EXPERIENCE**

### **UNIT CODE: BUS/BM/CR/02/5**

#### **Relationship to Occupational Standards**

This unit addresses the unit of competency: Maintain customer experience

**Duration of Unit:** 120 Hours

#### **Unit Description**

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

#### **Summary of Learning Outcomes**

1. Conduct customer experience survey
2. Establish business competitive edges and innovations
3. Perform product and service quality assurance
4. Incorporate Customer Relationship Management (CRM) system
5. Control customer virtual platforms
6. Prepare customer feedback report

## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Conduct customer experience survey	<ul style="list-style-type: none"> <li>● Identifying Survey tools</li> <li>● Identifying required personnel</li> <li>● Collecting data</li> <li>● Analysing customer experience survey findings</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Practical</li> <li>● Case study</li> </ul>
2. Establish business competitive edges and innovations	<ul style="list-style-type: none"> <li>● Identifying business strengths and opportunities</li> <li>● Identifying competitive edge</li> <li>● Formulating product and service innovation strategies</li> <li>● Analysing product and service innovation strategies</li> <li>● Training championing team</li> <li>● Implementing product and service innovations</li> <li>● Carrying out pilot trial of product/service</li> <li>● Adopting new product/services</li> <li>● Patenting Innovations of products/processes</li> <li>● Implementing areas of competitive edge</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> <li>● Project</li> </ul>



<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	<ul style="list-style-type: none"> <li>● Forming product/service innovation committee</li> </ul>	
3. Perform product and service quality assurance	<ul style="list-style-type: none"> <li>● Assessing Quality Assurance System on services/product delivery and customer expectations.</li> <li>● Monitoring Quality Assurance System</li> <li>● Implementing Quality Management System</li> <li>● Monitoring QMS</li> <li>● Carrying out QMS external audit and certification</li> <li>● Reviewing QMS for changes in the organization and ISO Standards</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Practical</li> <li>● Case studies</li> </ul>
4. Incorporate Customer Relationship Management (CRM) system	<ul style="list-style-type: none"> <li>● Assessing Customer relationship management systems</li> <li>● Developing Customer relationship management strategies</li> <li>● Developing Customer relationship management software</li> <li>● Implementing Customer relationship management software</li> <li>● Reviewing Customer</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case studies</li> <li>● Project</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	Relationship Management (CRM) system	
5. Coordinate organization Virtual platforms	<ul style="list-style-type: none"> <li>● Identifying Virtual platforms.</li> <li>● Training Virtual platforms' personnel</li> <li>● Assigning Virtual platforms to personnel</li> <li>● Identifying and addressing concerns on Virtual platforms</li> <li>● Monitoring and evaluating Virtual platforms' feedback.</li> <li>● Preparing and sharing management of Virtual platforms report.</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Project</li> <li>● Case study</li> </ul>
6. Prepare and disseminate customer service feedback report	<ul style="list-style-type: none"> <li>● Conducting Customer satisfaction surveys</li> <li>● Analysing Customer satisfaction surveys</li> <li>● Measuring Customer satisfaction</li> <li>● Preparing evaluating and disseminating customer satisfaction reports</li> </ul>	<ul style="list-style-type: none"> <li>● Observation</li> <li>● Written</li> <li>● Oral</li> <li>● Case study</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation
- Demonstration by trainer
- Practical work by trainee
- Videos
- Group work and presentations
- Guest speaker
- Benchmarking

## **List of Recommended Resources**

### **Tools and equipment**

- Writing materials
- Developed questionnaires
- Tablets
- Computers
- Cameras
- Check sheets
- Control charts

### **References**

- Company operating procedures
- Industry/workplace codes of practice
- Customer requirements
- organization strategic plans
- Company policies

## **CARRYING OUT CORPORATE IMAGE STRATEGIES**

### **UNIT CODE: BUS/BM/CR/03/5**

#### **Relationship to Occupational Standards**

This unit addresses the unit of competency: Carry out corporate image strategies

**Duration of Unit:** 120 Hours

#### **Unit Description**

This unit specifies the competencies required to carry out corporate image strategies. It involves carrying out public relations and CSR, maintaining stakeholders' relationships, developing partnerships for innovation, coordinating corporate image through virtual platform and preparing functional corporate image report.

#### **Summary of Learning Outcomes**

1. Carry out Public Relations and Corporate Social Responsibility(CSR)
2. Maintain Stakeholders relationship
3. Develop synergies for innovation
4. Coordinate corporate image through virtual platform
5. Prepare functional corporate image report

## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Carry out Public Relations and Corporate Social Responsibility(CSR)	<ul style="list-style-type: none"> <li>• Identifying Public Relations Activities</li> <li>• Determining Public Relations expenditure</li> <li>• Carrying out Public Relations Activities</li> <li>• Identifying CSR Areas</li> <li>• Incorporating CSR dimensions</li> <li>• Determining CSR targeted benefits</li> <li>• Determining Scope of CSR</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral</li> <li>• Project</li> <li>• Case study</li> </ul>
2. Maintain Stakeholders Relationship	<ul style="list-style-type: none"> <li>• Identifying stakeholders</li> <li>• Developing stakeholders register</li> <li>• Maintaining stakeholders' communication</li> <li>• Analysing Stakeholders feedback</li> <li>• Carrying out response to stakeholders' feedback</li> <li>• Maintaining stakeholders' register</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Practical</li> <li>• Written</li> <li>• Oral</li> <li>• Case Study</li> </ul>
3. Develop Synergies for Innovation	<ul style="list-style-type: none"> <li>• Developing Partnerships</li> <li>• Determining Partnership benefits</li> <li>• Forming beneficial partnership</li> <li>• Forming Partnership for</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Practical</li> <li>• Written</li> <li>• Oral</li> <li>• Case Study</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	innovation	
4. Coordinate corporate image through virtual platform	<ul style="list-style-type: none"> <li>• Identifying Virtual platforms</li> <li>• Developing Virtual platforms organizations account</li> <li>• Training Virtual platforms personnel</li> <li>• Managing Virtual platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Practical</li> <li>• Written</li> <li>• Oral</li> <li>• Case Study</li> </ul>
5. Prepare corporate image report	<ul style="list-style-type: none"> <li>• Identifying Corporate image components of the functional unit</li> <li>• Obtaining Feedback from stakeholders</li> <li>• Evaluating Corporate image from analysed marketing information system</li> <li>• Undertaking corrective action</li> <li>• Preparing and sharing corporate image report</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Project</li> <li>• Written</li> <li>• Oral</li> <li>• Case study</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos
- Groupwork and presentations
- Fieldwork and benchmarking

- Guest Speakers

## **List of Recommended Resources**

### **Tools, equipment**

- Internet connectivity
- Computer
- Printer
- Projector
- Camera
- Tablet
- Mobile phone

### **Materials**

- Stationery
- Sample logo designs
- Print media

### **References**

- Organizations operating procedures
- Relevant Policies
- Relevant legal information
- Stakeholders/ Partnership list
- Organization strategic plans
- Internet

## **MAINTAINING BUSINESS ASSETS AND LIABILITIES**

### **UNIT CODE: BUS/BM/CR/04/5**

#### **Relationship to Occupational Standards**

This unit addresses the unit of competency: Maintain business assets and liabilities

**Duration of Unit:** 120 Hours

#### **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

#### **Summary of Learning Outcomes**

1. Prepare business assets and liabilities plan
2. Carry out assets internal control
3. Maintain assets inventory
4. Prepare business assets report



## Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Prepare Business Assets and Liabilities Plan	<ul style="list-style-type: none"> <li>• Assessing Assets requirement</li> <li>• Analysing records of existing assets and liabilities</li> <li>• Establishing Asset usage</li> <li>• Establishing acquisition and settlement of liabilities</li> <li>• Preparing business assets and liabilities plan and budget</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral</li> <li>• Project</li> <li>• Case study</li> </ul>
2. Carry out Assets and Liabilities Internal Control	<ul style="list-style-type: none"> <li>• Implementing Internal control system on asset and liabilities</li> <li>• Undertaking asset requisition</li> <li>• Performing asset maintenance</li> <li>• Carrying out physical controls</li> <li>• Carrying out financial controls</li> <li>• Undertaking disposal of assets</li> <li>• Carrying out debtors' management</li> <li>• Undertaking liabilities management</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Project</li> <li>• Written</li> <li>• Oral</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
3. Maintain Assets and Liabilities Records	<ul style="list-style-type: none"> <li>• Formulating inventory and liabilities policy</li> <li>• Identifying organization inventory and liabilities</li> <li>• Tagging inventory items</li> <li>• Updating Inventory transactions and liabilities</li>   <li>• Carrying out stock taking</li> <li>• Preparing discrepancies report</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Project</li> <li>• Written</li> <li>• Oral</li> <li>• Practical</li> </ul>
4. Prepare Business Assets Report and Liabilities	<ul style="list-style-type: none"> <li>• Obtaining asset usage feedback</li> <li>• Obtaining liabilities management feedback</li> <li>• Identifying asset discrepancies</li> <li>• Obtaining asset maintenance feedback</li> <li>• Obtaining asset requirements</li> <li>• Preparing and sharing business asset report</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Project</li> <li>• Written</li> <li>• Oral</li> <li>• Case study</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos

## **List of Recommended Resources**

### **Tools and equipment**

- Computers
- Scanners
- Printers
- Calculators
- Cameras
- Shredding machines
- Paper punch
- Safes

### **References**

- Company operating procedures
- Organization inventory procedures
- Organization budget projections
- Industry/workplace codes of practice
- Customer requirements
- Internet
- E-books
- Organisation credit policies
- Organization strategic plans

### **Materials**

- Stationery
- Files

### **PPEs**

- Dust coat
- Helmet

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## **CONTROLLING BUSINESS RISKS**

### **UNIT CODE: BUS/BM/CR/05/5**

#### **Relationship to Occupational Standards**

This unit describes the unit of competency: Control business risks

**Duration of Unit:** 120 hours

#### **Unit Description**

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

#### **Summary of Learning Outcomes**

1. Assess business risks
2. Establish risk management team
3. Implement risk mitigation plan
4. Monitor and evaluate risk management process
5. Prepare business risk management report

## Learning Outcomes, Content and Suggested Assessment Methods

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
1. Assess Business Risks	<ul style="list-style-type: none"><li>• Identifying business risks</li><li>• Analysing risk scenarios</li><li>• Preparing risk assessment matrix</li><li>• Classifying risk perspectives</li></ul>	<ul style="list-style-type: none"><li>• Observation</li><li>• Written</li><li>• Oral</li><li>• Case studies</li><li>• Project</li><li>• Scenarios</li></ul>
2. Establish Risk Management Team	<ul style="list-style-type: none"><li>• Carrying out risk management team job analysis</li><li>• Assessing existing Human Resource</li><li>• Deploying existing Human Resources</li><li>• Conducting recruitment process for risk management team</li><li>• Developing job specification</li><li>• Establishing risk management organization structure</li><li>• Conducting review meetings to report risk control and analyse risk data</li></ul>	<ul style="list-style-type: none"><li>• Observation</li><li>• Written</li><li>• Oral</li><li>• Case studies</li><li>• Project</li></ul>
3. Implement Risk Mitigation Plan	<ul style="list-style-type: none"><li>• Evaluating risk impact</li><li>• Developing risk mitigation measures</li><li>• Carrying out risk mitigation plans</li></ul>	<ul style="list-style-type: none"><li>• Observation</li><li>• Written</li><li>• Oral</li><li>• Case studies</li><li>• Project</li></ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	<ul style="list-style-type: none"> <li>• Carrying out internal control</li> <li>• Monitoring compliance with legal and regulatory requirements</li> <li>• Determining and carrying out risks mitigation responses</li> <li>• Preparing and sharing risk mitigation report</li> </ul>	
4. Monitor and Evaluate Risk Management Process	<ul style="list-style-type: none"> <li>• Identifying new risk areas</li> <li>• Preparing risk monitoring and evaluation plans</li> <li>• Modifying risk impact and likelihood</li> <li>• Carrying out risk management training for all staff</li> <li>• Integrating risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral</li> <li>• Case studies</li> <li>• Project</li> </ul>
5. Prepare Risk Management Report	<ul style="list-style-type: none"> <li>• Identifying major changes in risks</li> <li>• Reporting changes in risk impact and likelihood</li> <li>• Implementing risk management recommendations</li> <li>• Preparing and sharing business risk management report</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral</li> <li>• Case studies</li> <li>• Project</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation
- Demonstration by trainer
- Practical work by trainee
- Viewing of related videos
- Scenario analysis
- Groupwork and presentation

### **List of Recommended Resources**

- List of books, Guides and Websites
- Organization operating procedures
- Workplace environment manual
- Relevant Policy
- Strategic Plan

### **Tools, Equipment and Materials**

- Computer
- Projector
- Mobile phone
- Tablet
- Internet connectivity
- Stationery
- Format templates
- Case studies



**COORDINATING INFORMATION COMMUNICATION  
TECHNOLOGY  
UNIT CODE: BUS/BM/CR/06/5**

**Relationship to Occupational Standards**

This unit describes the unit of competency: Coordinate ICT functions

**Duration of Unit:** 120 Hours

**Unit Description**

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

**Summary of Learning Outcomes**

1. Develop organizations ICT policy
2. Procure ICT services
3. Supervise ICT installation and maintenance
4. Integrate ICT in operations
5. Conduct ICT user training
6. Promote ICT innovation
7. Coordinate virtual platforms
8. Analyse and interpret user reports
9. Prepare ICT report

**Learning Outcomes, Content and Suggested Assessment Methods**

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
1. Develop organizations ICT policy	<ul style="list-style-type: none"><li>• Carrying out ICT Needs assessment</li><li>• Forming Technical team</li><li>• Developing ICT draft policy</li></ul>	<ul style="list-style-type: none"><li>• Observation</li><li>• Written</li><li>• Oral</li><li>• Project</li><li>• Case studies</li></ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	<ul style="list-style-type: none"> <li>• Reviewing and generating ICT draft policy</li> <li>• Undertaking amendments on draft ICT policy</li> <li>• Developing ICT policy is developed</li> <li>• Sharing ICT policy is shared</li> </ul>	
2. Procure ICT Services	<ul style="list-style-type: none"> <li>• Receiving requisitions from user departments</li> <li>• Undertaking invitation to tender or quotation</li> <li>• Sourcing of ICT services</li> <li>• Undertaking verification of procured ICT services</li> <li>• Distributing procured ICT services</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral</li> <li>• Project</li> <li>• Case studies</li> </ul>
3. Supervise ICT Installation and Maintenance	<ul style="list-style-type: none"> <li>• Providing requirements of the <b>ICT system</b> installation</li> <li>• Conducting installation process of ICT services</li> <li>• Maintaining ICT system</li> <li>• Reviewing ICT system</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Project</li> <li>• Case studies</li> </ul>
4. Integrate ICT in Operations	<ul style="list-style-type: none"> <li>• Undertaking systems networking</li> <li>• Developing Systems of sharing information</li> <li>• Establishing enterprise resource planning (ERP)</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Project</li> <li>• Case studies</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
	<ul style="list-style-type: none"> <li>• Reporting challenges in the system</li> <li>• Upgrading or downgrading ICT system</li> </ul>	
5. Conduct ICT User Training	<ul style="list-style-type: none"> <li>• Carrying out training needs assessment</li> <li>• Setting training objectives</li> <li>• Preparing training programmes</li> <li>• Preparing training budget</li> <li>• Obtaining training resources</li> <li>• Carrying out ICT training</li> <li>• Carrying out evaluation of training</li> <li>• Preparing and sharing training report</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Project</li> <li>• Case studies</li> </ul>
6. Promote ICT Innovation	<ul style="list-style-type: none"> <li>• Evaluating current technologies in ICT</li> <li>• Identifying and conducting training needs on ICT</li> <li>• Adopting and managing ICT new technologies</li> <li>• Conducting impact assessment on new ICT technology uptake</li> <li>• Making recommendation on ICT uptake</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Project</li> <li>• Case studies</li> </ul>

<b>Learning Outcome</b>	<b>Content</b>	<b>Suggested Assessment Methods</b>
7. Coordinate Virtual Platforms	<ul style="list-style-type: none"> <li>• Identifying virtual platforms</li> <li>• Training personnel on the use of virtual platforms</li> <li>• Customizing virtual platforms</li> <li>• Developing online services for the business</li> <li>• Monitoring and reviewing system feedback</li> <li>• Providing systems security</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Case studies</li> <li>• Project</li> </ul>
8. Analyse and Interpret Reports	<ul style="list-style-type: none"> <li>• Developing information analysis system</li> <li>• Obtaining departmental user reports</li> <li>• Conducting analysis and interpretation of reports</li> <li>• Disseminating analysed departmental reports</li> <li>• Undertaking periodic review of ICT system</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Project</li> </ul>
9. Prepare ICT Report	<ul style="list-style-type: none"> <li>• Preparing and sharing organization ICT report</li> <li>• Identifying ICT areas of concern</li> <li>• Implementing ICT recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Observation</li> <li>• Written</li> <li>• Oral test</li> <li>• Project</li> </ul>

### **Suggested Delivery Methods**

- Instructor led facilitation

- Demonstration by trainer
- Practical work by trainee
- Viewing videos
- Group discussions and presentations
- Field work and benchmarking

### **List of Recommended Resources**

#### **Tools, Equipment and Materials**

- Computer
- Internet connectivity
- Stationery
- Phones
- Remotes
- Software
- Tablets
- Network cables
- Printers

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