

**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**CREDIT MANAGER**

**LEVEL 6**

**PROGRAMME CODE: 0412 554A**

©2025

All rights reserved. No part of this Curriculum may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods without the prior written permission of ……………. except in the case of brief quotations embodied in critical reviews and certain other non-commercial uses permitted by copyright law. For permission requests, write to the………….., at the address below:

# FOREWORD

Provision of quality education and training is fundamental to the Government’s overall strategy for socio-economic development. Quality education and training contribute to achievement focused on Kenya’s development blueprint and sustainable development goals.

Reforms in the education and training sector are necessary for achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya. The education sector had to be aligned to the Constitution and this resulted in formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 1 of 2019). A key feature of this policy is the change in the design and delivery of 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 that allows for multiple entry and exit in TVET programs.

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 has been developed.

It is my conviction that this curriculum will play a great role towards development of competent human resource for the Credit Management sector’s growth and sustainable development.

# PREFACE

Kenya Vision 2030 aims to transform the country into a newly industrializing, middle-income country providing 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 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 worker behaviour 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 the Sessional Paper No. 1 of 2019 on Reforming Education and Training in Kenya, emphasized the need toreform 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 labour force.

I am grateful to the Council Members, Council Secretariat, TVET institutions, NSSC, expert workers and all those who participated in the development of this occupational standard.

# ACKNOWLEDGEMENT

This Occupational standard has been designed for competency-based training and has independent units of competency that allow the trainee flexibility in entry and exit. In developing the occupational standard, significant involvement and support was received from various organizations.

I recognize with appreciation the role of the Sector Skills Advisory Committee (SSAC) in ensuring that competencies required by the industry are addressed in this occupational standard. I also thank all stakeholders in the Credit Management sector for their valuable input and all those who participated in the process of developing this occupational standard.

I am convinced that this occupational standard will go a long way in ensuring that professionals in the Credit Management sector will acquire competencies that will enable them to perform their work more efficiently.

TABLE OF CONTENTS

[FOREWORD 3](#_Toc196909804)

[PREFACE 4](#_Toc196909805)

[ACKNOWLEDGEMENT 5](#_Toc196909806)

[ABBREVIATIONS AND ACRONYMS 8](#_Toc196909807)

[KEY TO ISCED UNIT CODE 9](#_Toc196909808)

[OCCUPATIONAL STANDARD OVERVIEW 10](#_Toc196909809)

[BASIC UNITS 12](#_Toc196909810)

[APPLY DIGITAL LITERACY 13](#_Toc196909811)

[APPLY WORK ETHICS AND PRACTICES 24](#_Toc196909812)

[APPLY ENTREPRENEURIAL SKILLS 31](#_Toc196909813)

[COMMON UNITS 38](#_Toc196909814)

[APPLY BUSINESS COMMUNICATION 39](#_Toc196909815)

[APPLY FINANCIAL ACCOUNTING SKILLS 46](#_Toc196909816)

[APPLY PRINCIPLES OF COMMERCIAL LAW 50](#_Toc196909817)

[APPLY ECONOMIC SKILLS 58](#_Toc196909818)

[APPLY BUSINESS MATHEMATICS AND STATISTICS 65](#_Toc196909819)

[APPLY FINANCIAL MANAGEMENT SKILLS 71](#_Toc196909820)

[APPLY MANAGEMENT SKILLS 78](#_Toc196909821)

[CONDUCT RESEARCH STUDY 82](#_Toc196909822)

[CORE UNITS 89](#_Toc196909823)

[MARKET BANK PRODUCTS 90](#_Toc196909824)

[MAINTAIN CUSTOMER RELATIONSHIP 94](#_Toc196909825)

[CARRY OUT CUSTOMER ON-BOARDING 98](#_Toc196909826)

[MONITOR LOAN REPAYMENT 102](#_Toc196909827)

[PROVIDE TELLERING SERVICE 106](#_Toc196909828)

[PROCESS BANK CREDIT APPLICATION 111](#_Toc196909829)

[MANAGE CLIENT DEBT COLLECTION 116](#_Toc196909830)

[MANAGE CREDIT SECURITY 120](#_Toc196909831)

# ABBREVIATIONS AND ACRONYMS

CBET Competency Based Education and Training

CPU Central Processing Unit

ISCED International Standard Classification of Education

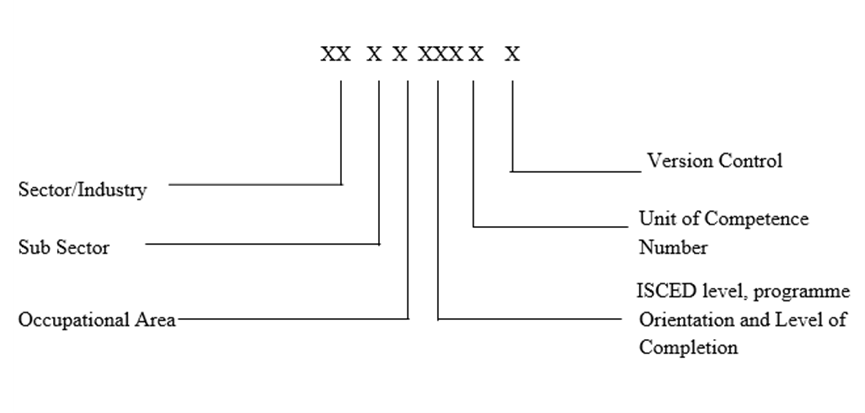
SSAC Sector Skills Advisory Committee

TVET Technical and Vocational Education and Training

TVETA Technical and Vocational Education and Training Authority

POE Portfolio of Evidence

# KEY TO ISCED UNIT CODE



# OCCUPATIONAL STANDARD OVERVIEW

The Credit Manager level 6 occupational standard consists of competences that an individual must have to effectively run credit operations in a financial institution. It involves marketing bank products, maintaining customer relationships, carrying out customer on-boarding, monitoring loan repayment, providing teller service, processing bank credit application, managing client debt collection and managing credit security.

The units in the occupational standards include basic, common and core units as shown below:

**SUMMARY OF UNITS OF COMPENTENCY**

|  |  |
| --- | --- |
| **BASIC UNITS OF COMPETENCY** | |
| **Unit of Learning Code** | **Unit of Learning Title** |
| 0611 451 01A | Apply digital literacy |
| 0417 451 02A | Apply work ethics and practices |
| 0413 451 03A | Apply entrepreneurial skills |
| **COMMON UNITS OF COMPETENCY** | |
| 0031 451 04A | Apply business communication |
| 0411 451 05A | Apply financial accounting skills |
| 0421 451 06A | Apply principles of commercial law |
| 0413 451 07A | Apply economic principles |
| 0588 451 08A | Apply business mathematics and statistics |
| 0411 451 09A | Apply financial management skills |
| 0413 451 10A | Apply management Skills |
| 0416 551 11A | Conduct research study |
| **CORE UNITS OF COMPETENCY** | |
| 0412 451 12A | Market bank product |
| 0412 451 13A | Maintain customer relationship |
| 0412 451 14A | Carry out customer on-boarding |
| 0412 451 15A | Monitor loan repayment |
| 0412 551 16A | Provide tellering service |
| 0412 551 17A | Process bank credit application |
| 0412 551 18A | Manage client debt collection |
| 0412 551 19A | Manage credit security |

# BASIC UNITS

# APPLY DIGITAL LITERACY

**UNIT CODE:** 0611 451 01A

**UNIT DESCRIPTION:**

This unit covers the competencies required to demonstrate digital literacy. It involves operating computer devices, solving tasks using the office suite, managing data and information, performing online communication and collaboration, applying cybersecurity skills and performing jobs online. It also involves applying job entry techniques.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes that make up workplace functions | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements  ***(Bold and italicized terms are elaborated in the range)*** |
| 1. Operate computer devices | * 1. C***omputer device*** usage is determined as per workplace requirements.   2. ***Computer hardware*** is identified according to job requirements.   3. ***Computer software*** is identified according to workplace requirements.   4. Computer devices are turned on or off as per the correct workplace procedure.   5. ***Mouse techniques*** are applied in solving tasks as per workplace requirements.   6. Keyboardtechniques are applied in solving tasks as per workplace requirements.   7. Computer files and folders are created and managed as per workplace requirements.   8. ***Internet connection option***s are identified and applied in connecting computer devices to the Internet.   9. ***External devices*** are identified and connected to the computer devices as per the job requirement. |
| 1. Solve tasks using Office suite | 1. ***Word processing concepts***are applied in solving workplace tasks as per job requirements. 2. Worksheet data is entered and prepared in accordance with work procedures. 3. Worksheet data is built and edited in accordance with workplace procedures. 4. ***Data manipulation*** on a worksheet is undertaken in accordance with work requirements. 5. Worksheets are saved and printed in accordance with job requirements. 6. ***Electronic presentation concepts***are applied in solving workplace tasks as per job requirements. |
| 1. Manage data and information | * 1. Office ***internet services*** are identified and applied in accordance with office procedures.   2. ***Internet access applications*** are determined in accordance with office operation procedures.   3. Internet search is performed as per job requirements.   4. Online digital content is downloaded in accordance with workplace requirements.   5. Digital content is identified and backed up in accordance with workplace procedures. |
| 1. Perform online communication and collaboration | * 1. Netiquette principles are observed as per work requirements.   2. Electronic mail communication is executed in accordance with workplace policy.   3. Digital content copyright and licenses are identified and applied according to workplace policies and regulatory requirements.   4. ***Online*** ***collaboration tools*** are applied in accordance with workplace policies and regulatory requirements. |
| 1. Apply cybersecurity skills | * 1. ***Data protection*** and ***privacy*** is classified in accordance with workplace policies and regulatory requirements.   2. ***Internet security threats*** are identified as per workplace policies and regulatory requirements.   3. Computer threats and crimes are detected in accordance to Information Management security guidelines   4. ***Cybersecurity control measures*** are applied in accordance with workplace policies and regulatory requirements. |
| 1. Perform online jobs | * 1. ***Online job platforms*** are identified as per the job requirements.   2. Online accounts and profiles are created in accordance with the work requirements.   3. Online jobs are identified according to the bidder’s skillset.   4. Online digital identity is managed according to industry best practices.   5. Online job bidding is done as per the specific job requirements.   6. Online tasks are executed according to the job requirements.   7. Personal online payment account is managed in accordance with financial regulations. |
| 1. Apply job entry techniques | * 1. ***Job opportunities*** are sought based on competencies.   2. A winning resume/CV is developed as per job advertisement.   3. An application/cover letter is developed based on the job advertisement.   4. ***Certificates and testimonials*** are organized as per resume.   5. ***Interview skills*** are demonstrated as per job advertisement. |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Computer devices may include but are not limited to: | * Desktops * Laptops * Smartphones * Tablets * Smartwatches |
| 1. Computer hardware may include but are not limited to: | * The System Unit E.g. Motherboard, CPU, casing, * Input Devices e.g. Pointing, keying, scanning, voice/speech recognition, direct data capture devices. * Output Devices e.g. hardcopy output and softcopy output * Storage Devices e.g. main memory e.g. RAM, secondary storage (Solid state devices, Hard Drives, CDs & DVDs, Memory cards, Flash drives * Computer Ports e.g. HDMI, DVI, VGA, USB type C etc. |
| 1. Computer software may include but are not limited to: | * System software e.g. Operating System (Windows, Macintosh, Linux, Android, iOS) * Application Software e.g. Word Processors, Spreadsheets, Presentations etc. * Utility Software e.g. Antivirus programs |
| 1. External devices may include but are not limited to: | * Printers * Projectors * Smart Boards * Speakers * External storage drives * Digital/Smart TVs |
| 1. Word processing concepts may include but are not limited to: | * Creating word documents * Editing word documents * Formatting word documents * Saving word documents * Printing word documents |
| 1. Mouse techniques may include but are not limited to: | * Clicking * Double-clicking * Right-clicking * Drag and drop |
| 1. Internet connection options may include but are not limited to: | * Mobile Networks/Data Plans * Wireless Hotspots * Cabled (Ethernet/Fiber) * Dial-Up * Satellite * ISDN (Integrated Services Digital Network) |
| 1. Data manipulation may include but are not limited to: | * Use of formulae * Use of functions * Sorting * Filtering * Visual representation using charts |
| 1. Electronic presentation concepts may include but are not limited to: | * Creating slides * Editing slides * Formatting slides * Applying slide effects and transitions * Creating and playing slideshows * Saving presentations * Printing slides and handouts |
| 1. Internet services may include but are not limited to: | * Communication Services * Information Retrieval Services * File Transfer * World Wide Web Services * Web Services * Directory Services * Automatic Network Address Configuration * News Group * Ecommerce |
| 1. Internet access applications/software may include but are not limited to: | * Browsers * Email Apps * ecommerce Apps |
| 1. Online collaboration tools may include but are not limited to: | * Online Storage * Online productivity applications * Online meetings, * Online learning environments, * Online calendars * Social networks |
| 1. Data protection and privacy may include but not limited to: | * Confidentiality of data/information * Integrity of data/information * Availability of data/information |
| 1. Internet security threats may include but not limited to: | * Malware attacks * Social engineering attacks * Software supply chain attacks * Advanced persistent threats (APT) * Distributed denial of service (DDoS) * Man-in-the-middle attack (MitM) * Password attacks * IoT Attacks * [Phishing Attacks](file:///C:\Users\HP\Downloads\ALLIGNED%20O.S%20BF%20L6.doc#phishing-attacks) * [Ransomware](file:///C:\Users\HP\Downloads\ALLIGNED%20O.S%20BF%20L6.doc#ransomware) |
| 1. Security threats control measures may include but not limited to: | * Counter measures against cyber terrorism * Physical Controls * Technical/Logical Controls * Operational Controls |
| 1. Online job platforms may include but are not limited to: | * Remotask * Data annotation.tech * Cloudworker * Upwork * Oneforma * Appen |
| 1. Job opportunities may include but not limited to: | * Self-employment * Service provision * product development * salaried employment |
| 1. Certificates and testimonialsmay include but not limited to: | * Academic credentials * Letters of previous employments/ services rendered * Letters of commendation * Certifications of participation * Awards |
| 1. Interview skills may include but not limited to: | * Listening skills * Grooming * Language command * Articulation of issues * Body language * Time management * Honesty * Generally knowledgeable in current affairs and technical area |

**REQUIRED KNOWLEDGE AND SKILLS**

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

**Required knowledge**

The individual needs to demonstrate knowledge of:

* Computer Hardware and Software Concepts
* Computer Security Concepts (Data security and privacy)
* Cyber security threats and control measures
* Understanding Computer Crimes
* Detection and protection against computer crimes
* Laws governing protection of ICT in Kenya
* Digital Identity Management
* Netiquette Principles
* Fundamentals of Copyright and Licenses
* Word processing;
* Functions and concepts of word processing;
* Documents and tables creation and manipulations;
* Document editing;
* Document formatting;
* Word processing utilities
* Spreadsheets;
* Meaning, types and importance of spreadsheets;
* Components of spreadsheets;
* Functions, formulae, and charts, uses and layout;
* Data formulation, manipulation and application to cells;
* Editing & formatting spreadsheets;
* Presentation Packages;
* Types of presentation Packages.
* Creating, formulating, running, editing, printing and presenting slides and handouts
* Networking and Internet;
* Internet connectivity.
* Browser and digital content management;
* Managing data, information, and digital content
* Electronic mail and World Wide Web
* Fundamentals of Online Working;
* Online Profile Management;
* e-Portfolio Management;
* Online Jobs Bidding;
* Online Payment Systems;
* Job entry techniques
* Job searching sites
* Interview preparation skills
* Interview handling

**Required skills**

The individual needs to demonstrate the following skills:

* Active listening
* Keyboard Skills
* Mouse Skills
* Analytical skills
* Creativity
* Interpretation Skills
* Communication
* Spreadsheet operations (applying fundamental operations such as addition, subtraction, division and multiplication)
* Computer Use Safety Skills
* Document Editing Skills
* Document Formatting Skills
* Document Printing Skills
* Netiquette Skills
* Internet Browsing Skills
* Problem Solving Skills
* Online Collaboration Skills
* Cybersecurity Skills
* CV writing
* Grooming

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical aspects of competency | ***Assessment requires evidence that the candidate:***   * 1. Operated computer devices as per workplace policies and regulations.   2. Solved tasks using the office suite as per workplace policies and regulations.   3. Manage data and information as per workplace policies and regulations.   4. Performed online communication and collaboration as per workplace policies and regulations.   5. Applied cybersecurity skills in accordance with workplace policies and regulations.   6. Executed online tasks according to the job requirements.   7. Searched for job opportunity based on competencies.   8. Prepared job requirement documentations based on job opportunity.   9. Demonstrated interview skills based on the job opportunity. |
| 1. Resource implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place.   2. Access to relevant work environments where assessment can take place.   3. Resources relevant to the proposed activities or task. |
| 1. Methods of assessment | Competency in this unit may be assessed through:   * 1. Observation   2. Oral assessment   3. Portfolio of evidence   4. Interviews   5. Third party report   6. Written assessment   7. Practical assessment   8. Projects |
| 1. Context of assessment | Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# APPLY WORK ETHICS AND PRACTICES

**UNIT CODE**: 0417 451 02A

**UNIT DESCRIPTION**

This unit covers competencies required to effectively apply work ethics. It involves the ability to: apply self-management skills, promote ethical work practices and values, promote teamwork, maintain professional and personal development, apply problem-solving skills, and promote customer care.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in Range*** |
| 1. Apply self-management skills | 1. Personal vision, mission and goals are formulated based on potential and concerning organization objectives and strategic plan 2. Self-esteem and a positive self-image are developed and maintained based on value 3. Emotional intelligence and stress management are demonstrated as per workplace requirements. 4. Assertiveness is developed and maintained based on the requirements of the job. 5. Accountability and responsibility for one's actions are demonstrated based on workplace instructions. 6. Time management, attendance and punctuality are observed as per the organization’s policy. 7. Personal goals are managed as per the organization’s objective 8. Self-strengths and weaknesses are identified based on personal objectives 9. Motivation, initiative and proactivity are utilized as per the organization policy 10. Individual performance is evaluated and monitored according to the agreed targets. |
| 1. Promote ethical work practices and values | 1. Integrity is demonstrated as per acceptable norms 2. Codes of conduct is applied as per the workplace requirements 3. Policies and guidelines are observed as per the workplace requirements 4. Professionalism is exercised in line with organizational policies |
| 1. Promote Team work | 1. ***Teams*** are formed to enhance productivity based on organization’s objectives 2. Duties are assigned to teams under the organization policy. 3. Team activities are managed and coordinated as per set objectives. 4. Team performance is evaluated based on set targets as per workplace policy. 5. ***Conflicts*** are resolved between team members in line with organization policy. 6. Gender and diversity-related issues are identified and mainstreamed in accordance with workplace policy. 7. Healthy ***relationships*** are developed and maintained in line with the workplace. 8. Adaptability and flexibility are applied in dealing with team members as per workplace policies |
| 1. Maintain professional and personal development | 1. ***Personal growth and development*** needs are identified and assessed in line with the requirements of the job. 2. ***Training and career opportunities*** are identified and utilized based on job requirements. 3. ***Resources*** for training are mobilized and allocated based on organizations and individual skills needs. 4. Licenses and certifications relevant to the job and career are obtained and renewed as per policy. 5. Recognitions are sought as proof of career advancement in line with professional requirements. 6. Work priorities and personal commitments are balanced and managed based on the requirements of the job and personal objectives. 7. Dynamism and on-the-job learning are embraced in line with the organization’s goals and objectives. |
| 1. Apply Problem solving skills | 1. ***Creative, innovative*** and practical solutions are developed based on the problem 2. Independence and initiative in identifying and solving problems are demonstrated based on the requirements of the job. 3. Team problems are solved as per the workplace guidelines 4. Problem-solving strategies are applied as per the workplace guidelines 5. Problems are analysed and assumptions tested as per the context of data and circumstances |
| 1. Promote Customer Care | 1. Customers' needs are identified based on their characteristics 2. Customer ***feedback*** is allowed and facilitated in line with organization policies. 3. Customer concerns and complaints are analysed and resolved in line with the set organizational culture. 4. Proactive customer outreach programs are implemented as per organizational policies 5. Customer retention strategies are developed and implemented in line with the organizational policy |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Feedback may include but not limited to: | * Verbal * Written * Informal * Formal |
| 1. Conflicts include but are not limited to: | * Interpersonal Conflict. * Intrapersonal Conflict. * Intergroup Conflict. * Intragroup Conflict. |
| 1. Relationships may include but not limited to: | * Man/Woman * Trainer/trainee * Employee/employer * Client/service provider * Husband/wife * Boy/girl * Parent/child * Sibling relationships |
| 1. Team may include but not limited to: | * Small work group * Staff in a section/department * Inter-agency group * Virtual teams |
| 1. Personal growth may include but not limited to: | * Growth in the job * Career mobility * Gains and exposure the job gives * Net workings * Benefits that accrue to the individual as a result of noteworthy performance |
| 1. Trainings and career opportunities may include but not limited to | * Participation in training programs * Serving as Resource Persons in conferences and workshops * Capacity building |
| 1. Resource may include may but not limited to: | * Human * Financial * Technology |
| 1. Creative and innovative may include but not limited to: | * New ideas * Original ideas * Different ideas * Methods/procedures * Processes * New tools |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* Active listening
* Critical thinking
* Organizational
* Negotiation
* Monitoring
* Evaluation
* Problem solving
* Decision Making
* Leadership
* Creative/innovative thinking
* Adaptability
* Conflict management
* Emotional intelligence
* Teamwork

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Work values and ethics
* Company policies and procedures
* Company operations, procedures and standards
* Flexibility and adaptability
* Concept of time and leisure time
* Decision making
* Work planning
* Organizing work
* Monitoring and evaluation
* Record keeping
* Gender and diversity mainstreaming
* Drug and substance abuse
* Professional growth and development
* creativity
* Innovation
* problem solving
* customer care
* Mentoring and coaching.
* Emerging issues

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical aspects of Competency | Assessment require evidence that the candidate:   * 1. Promoted ethical practices and values as per organizational procedures.   2. Promoted Teamwork as per workplace assignments.   3. Maintained professional and personal development as per organizational procedures.   4. Applied Problem-solving skills based on work requirements.   5. Identified customer needs based on their characteristics.   6. Gave back Customer feedback in line with organization policies. |
| 1. Resource Implications for competence certification | The following resources should be provided:   * 1. Access to relevant workplace where assessment can take place   2. Appropriately simulated environment where assessment can take place   3. Materials relevant to the proposed activity or tasks |
| 1. Method of assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context for assessment | Assessment may be done in the workplace or in a simulated environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY ENTREPRENEURIAL SKILLS

**UNIT CODE:** 0413 451 03A

**UNIT DESCRIPTION**

This unit covers the competencies required to demonstrate an understanding of entrepreneurship. It involves demonstrating an understanding of financial literacy, applying entrepreneurial concepts identifying entrepreneurship opportunities, applying business legal aspects, developing business innovative strategies, and developing business plans.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes that make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements that specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in Range*** |
| 1. Apply Financial Literacy Skills | 1. **Sources of personal and business** ***funds*** are identified as per financial procedures and standards 2. Personal finances are managed as per financial procedures and standards 3. Savings are managed as per financial procedures and standards 4. Debts are managed as per financial procedures and standards 5. Investments are undertaken as per financial procedures and standards 6. Insurance services are procured as per financial procedures and standards |
| 1. Apply entrepreneurial concept | 1. Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship 2. ***Types of entrepreneurs*** are identified as per principles of entrepreneurship 3. Ways of becoming an entrepreneur are identified as per principles of Entrepreneurship 4. ***Characteristics of Entrepreneurs*** are identified as per principles of Entrepreneurship 5. Salaried employment and self-employment are distinguished as per principles of entrepreneurship 6. ***Requirements for entry into self-employment*** are identified according to business procedures and standards 7. Roles of an Entrepreneur in an enterprise are determined according to business procedures and standards 8. Contributions of entrepreneurship to National development are identified as per business procedures and standards |
| 1. Identify entrepreneurial opportunities | 1. Business ideas are identified as per business procedures and standards 2. Factors to consider when evaluating business opportunity viability are explored based on business procedure and standards 3. Entrepreneurial opportunities are evaluated as per business procedures and standards 4. Business ideas and opportunities are generated as per business procedures and standards 5. Business life cycle is analysed as per business procedures and standards |
| 1. Apply business legal aspects | 1. ***Forms of business ownership*** are identified as per legal procedures and practices 2. Business Registration and Licensing processes are identified as per legal procedures and practices 3. Types of Contracts and Agreements are analysed as per legal procedures and practices 4. Employment Laws are identified as per legal procedures and practices 5. Taxation laws are identified as per legal procedures and practices |
| 1. Innovate Business strategies | 1. Business innovation strategies are determined by the organization standards 2. Creativity in business development is demonstrated in accordance with business standards 3. ***Innovative business standards*** are developed as per business principles 4. Linkages with other entrepreneurs are created as per best practice 5. ICT is incorporated in business growth and development as per best practice |
| 1. Develop Business Plan | 1. Business idea is described as per business procedures and standards 2. Business description is developed as per business plan format 3. Marketing plan is developed as per business plan format 4. Organizational/Management plan is prepared in accordance with business plan format 5. Production/operation plan is prepared in accordance with business plan format 6. Financial plan is prepared in accordance with the business plan format 7. Executive summary is prepared in accordance with business plan format 8. Business plan is presented as per best practice 9. Business ideas are incubated as per institutional policy. |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Sources of personal funds mayinclude but not limited to: | * Salary/Wages * Investments * Savings * Inheritance * Government Benefits |
| 1. Sources of business finance mayinclude but not limited to: | * Equity Financing * Debt Financing, * Personal Savings/Investment * Retained Earnings * Grants and Subsidies * Crowdfunding * supplier Credit: * Leasing and Asset Financing: |
| 1. Types of entrepreneurs may include but not limited to: | * Innovators * Imitators * Craft * Opportunistic * Speculators |
| 1. Characteristics of Entrepreneurs may include but not limited to: | * Creative * Innovative * Planner * Risk taker * Networker * Confident * Flexible * Persistent * Patient * Independent * Future oriented * Goal oriented |
| 1. Requirements for entry into self-employment may include but not limited to | * Technical skills * Management skills * Entrepreneurial skills * Resources * Infrastructure |
| 1. Forms of businesses ownership may include but not limited to: | * Sole proprietorship * Partnership * Limited companies * Cooperatives |
| 1. Innovative business standards may include but not limited to: | * New products * New methods of production * New markets * New sources of supplies * Change in industrialization |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

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

**Required Knowledge**

The individual needs to demonstrate knowledge of:

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

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified Sources of personal and business finance as per financial procedures and standards 2. Managed Personal finances as per financial procedures and standards 3. Made Investment decisions as per financial procedures and standards 4. GeneratedBusiness ideas and opportunities based on business procedure and standards 5. Analysed business life cycle based on business procedure and standards 6. Determined business innovative standards as per business principles 7. Developed and presented a business plan as per regulatory framework. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency may be assessed through:   1. Written tests 2. Oral questions 3. Third party report 4. Interviews 5. Portfolio |
| 1. Context of Assessment | Competency may be assessed in a workplace or simulated work environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector and workplace job role is recommended. |

# COMMON UNITS

# APPLY BUSINESS COMMUNICATION

**UNIT CODE:** 0031 451 04A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply business communication. It involves administering communication channels, implementing types of communication, implementing service charter, safeguarding confidentiality of information, coordinating communication on social media platforms, preparing workplace meeting and reports.

**ELEMENTS AND PERFORMANCE CRITERIA**

| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the Range*** |
| --- | --- |
| 1. Administer Communication channels | * 1. Communication processes are handled in line with the human resource manual on correspondence.   2. Principles of effective communication are applied as per the organizational policy   3. Channels of communication are administered as per the organizational policy   4. Factors to effective communication are selected in line with organizational policy   5. Barriers to effective communication are identified in line with the organizational policy.   6. Patterns of communication are identified as per workplace requirements.   7. Sources of Information are identified as per the workplace requirements.   8. Organization Policies are identified and applied in line with the workplace requirements.   9. Records are kept in line with the human resource manual on correspondence and the organization’s objectives. |
| 1. Implement types of communication | * 1. Types of written communication are identified and applied according to workplace requirements.   2. Existing non-verbal communication techniques are identified and applied based on organization policy.   3. Types of oral communication are identified and established as per organization policy. |
| 1. Implement service charter | * 1. Familiarize with the organization service charter in line with the organization policy   2. Emphasize the Importance of service charter in line with organization policy   3. Response to correspondences is done in line with the service charter.   4. Record retrieval is done in line with service charter. |
| 1. Safeguard confidentiality of information | * 1. Familiarize with the organization policy on confidentiality of information in line with work requirements.   2. ***Physical securing*** of records and correspondences is done in line with the organization policy   3. Monitor how records and correspondences in circulation are handled within the organization as per the organizational policy   4. Information is secured as per organization policy.   5. Sensitize employees on ***safeguarding confidentiality*** of information and records as per organization policy   6. Regular tracing of records and correspondences is done in line with the organization policy. |
| 1. Coordinate communication on social media platforms | * 1. Organization social media requirements are identified as per organization policy.   2. Initiate development and review of social media policies and procedures in line with organization objectives   3. Select the social media platforms that meet the needs of the organization.   4. Source for content, both internal and external, for use on social media platforms are handled as per organization objectives.   5. Respond to customers in timely manner directing them to relevant information as required according to social media policies and procedures.   6. Update of the social media account to maximize effectiveness as per organization objectives   7. Enforce adherence to legal and ethical practices as per organizational policy   8. Track social media activities using ***social media monitoring tools as per*** organization objectives   9. Report the social media engagements to management for implementation in line with organizational policy |
| 1. Prepare workplace meetings | * 1. Minute taking is defined as per the workplace requirements   2. Types of meetings are highlighted as per the workplace requirements   3. ***Structure of meetings*** are identified as per the workplace requirements |
| 1. Prepare workplace report | * 1. Report writing is defined as per the workplace requirements.   2. Importance of reports in human resource function is emphasized as per the organization objectives.   3. Forms and types of reports are described as per the organization objectives   4. Reports formats are identified as per the organization objectives   5. Reports preparation is done as per the organization objectives |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. 1.Physical securing may include but not limited to: | * + Lock and key   + Reinforced storage   + Fireproofing   + Lockable cabinets   + Restricted access |
| 1. 2.Social media monitoring tools may include but not limited to: | * + Twitter counter   + Hootsuite   + Klout   + Buzzlogix   + Digimind |
| 3.Structure of meetings may include but not limited to: | * + Notice   + Agenda   + Preparation of other relevant documents   + Minute formats |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Data analysis and presentation
* Listening
* Organizational
* Leadership
* Time management
* Conflict management and resolutions
* Budgeting
* Decision making
* Emotional intelligence
* Interpersonal Relations
* Crisis management
* Analytical skills
* Data analysis and presentation
* Public relations
* Negotiation
* Computer
* SOP
* Operations of the organization
* Emerging issues.
* Record management
* Reading

**Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

* Work place procedures
* Human resource procedures and manuals
* Record Management function
* Work Planning and documentation
* Dispute resolution process
* Legislations, policies and regulations
* Communication processes
* Negotiations
* Interpersonal relations
* ICT
* Emotional intelligence
* Social media use

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical aspects of  Competency | Assessment requires evidences that the candidate:   * 1. Handled organizational policies as per workplace requirements   2. Sorted correspondence and took necessary action as per workplace requirements   3. Maintain human resource records. As per Human Resource manual   4. Align response time to service charter as per organization policy   5. Safeguarded confidentiality of information as per organization policy   6. Legal and Ethical Issues in social media platforms as per organization policy   7. Managed communication on social media platforms as per organization policy   8. Prepared work place meetings as per organization policy   9. Prepared work place reports as per organization policy |
| 1. Resource Implications for competence certification | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 3. Method of assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 4. Context for assessment | Assessment may be done in the workplace or in a simulated environment |
| 5. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY FINANCIAL ACCOUNTING SKILLS

**UNIT CODE:** 0411 451 05A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply financial accounting skills. It involves applying accounting concepts, conventions and policies, preparing books of original entries, posting transactions to the ledger, preparing cash books, correcting accounting errors, preparing bank reconciliation statements, maintaining non-current assets register, maintaining receivables and payables ledgers and preparing sole trader statements.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**  These are **assessable** statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1. Apply accounting concepts, conventions and policies | * 1. ***Accounting concepts, conventions and policies*** are applied as per accounting standards.   2. Accounting equation is drawn as per the double entry concept and accounting principles   3. ***Users of accounting information*** are identified according to the business entity |
| 1. Prepare books of original entries | * 1. Transactions are classified based on type of transaction   2. Source documents are identified in line with transactions   3. Books of original entries are identified based on purpose   4. Source documents are recorded in the books of original entry based on transaction type |
| 1. Post transaction to the ledger | * 1. Ledgers are classified based on transaction types   2. Ledger accounts are identified as per types of ledgers   3. Transactions are posted to ledger accounts as per accounting guidelines   4. Ledger accounts are balanced as per accounting guidelines   5. Trial balance is extracted from ledger accounts as per accounting guidelines |
| 1. Prepare cash books | * 1. ***Cash books*** are identified according to their columns   2. Cash receipts are classified as either incoming or outgoing as per accounting principles   3. Cash receipts are recorded in line with their classification.   4. Cash discounts are recorded as per accounting guidelines |
| 1. Correct accounting errors | * 1. Errors that affect the agreement of the trial balance are identified as per GAAPs   2. Errors that do not affect the agreement of trial balance are identified following GAAPs   3. Errors are corrected on the basis of double entry rules   4. Suspense balance is eliminated based on errors corrected.   5. Reported gross/net profit is corrected on the basis of corrected errors.   6. Statement of financial position is corrected on basis of corrected errors. |
| 1. Prepare bank reconciliation statements | * 1. Cash book and bank statement balance discrepancies are identified as per the accounting principles   2. Cash book (bank column) balance is updated as per accounting guidelines   3. Bank Reconciliation statement is prepared as per accounting guidelines |
| 1. Maintain non-current assets’ register | * 1. Costs of assets are determined as per ***accounting standards***   2. Depreciation is computed as per organization procedures on valuation of non-current assets   3. Depreciation is recorded as per ***accounting guidelines***   4. Purchase of non-current assets are recorded in line with accounting guidelines   5. Disposals are recorded as per accounting guideline   6. Asset balances are determined as per accounting guidelines |
| 1. Maintain receivables and payables ledgers | * 1. Bad debts are identified and written off as per organization policies   2. Allowances (provisions) are created in line with the prudence concept   3. Receivables balance is adjusted as per written off debts and the allowances (provisions) created   4. Payables balance is adjusted as per GAAPs   5. Control accounts are prepared as per GAAPs |
| 1. Prepare sole trader statements | * 1. Income and expense balances are identified as per entity’s trial balance   2. Year- end adjustments are made on the balances as per accounting guidelines   3. Statement of profit or loss is prepared based on adjusted balances.   4. Asset, liability and capital balances are identified as per the entity’s trial balance   5. Year-end adjustments are made in the balances as per accounting guidelines.   6. Statement of financial position is prepared based on adjusted balances |

**RANGE**

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

|  |  |
| --- | --- |
| **Variables** | **Range** |
| 1. Accounting concepts, conventions and policies may include but not limited to: | * Going concern * Accrual * Prudence * Matching |
| 1. Cashbooks include but not limited to: | * Two column cashbook * Three column cashbook * Petty cashbook |
| 1. Accounting guidelines: | * Accounting standards * Accounting concepts/conventions/bases |
| 1. Accounting Standards include but not limited to: | * Kenya Accounting Standards (KAS) * International Accounting Standards (IAS) * International Financial Reporting Standards (IFRS) |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required skills**

The individual needs the following skills:

* Numeracy
* Analytical
* Computational
* Recording with accuracy and precision

**Required knowledge**

The individual needs knowledge of:

* Principles of book-keeping
* Basic accounting principles/concepts

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Recorded source documents in the books of original entry as per accounting standards 2. Posted transaction to ledger accounts as per accounting standards 3. Recorded cash receipts in the cash book as per accounting standards 4. Corrected accounting errors as per accounting standards 5. Prepared Bank Reconciliation statement as per accounting standards 6. Recorded depreciation as per accounting standards 7. recorded purchase of non-current assets as per accounting standards 8. Prepared control accounts as per accounting standards |
| * + - 1. Resource implications | The following resources should be provided:   1. Access to relevant workplace 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. POE evaluation 4. Third party reports 5. Written tests |
| * + - 1. Context of Assessment | Competency may be assessed individually in the actual workplace or simulated workplace environment |
| * + - 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY PRINCIPLES OF COMMERCIAL LAW

**UNIT CODE:** 0421 451 06A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply principles of commercial law. It involves demonstrating an understanding of nature of law, Illustrating the structure of court system in Kenya, applying law of tort, law of contract, law of sale of goods, hire purchase contracts, law of agency, law of negotiable instruments, the law of insurance and law of property.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**  These are **assessable** statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
| 1. Demonstrate understanding of nature of law | * 1. Nature of law is determined as per common law.   2. The purpose of law is identified as per common law   3. ***Sources of law in Kenya*** are identified as per Judicature Act   4. Law is classified as per Kenyan law. |
| 1. Illustrate the structure of court system in Kenya | 2.1 Court structure is determined as per the constitution of Kenya, 2010  2.2 Composition of ***Kenyan courts*** is determined as per the constitution of Kenya, 2010  2.3 Jurisdiction of courts is determined as per the constitution of Kenya, 2010 |
| 1. Apply law of Tort | * 1. Nature of tortuous liability is explained as per the law of tort   2. Tort, crime and breach of contract are differentiated as per the law of tort   3. Capacity to sue/ sued is determined as per the law of tort   4. ***Types of torts*** are identified as per law of torts   5. General defences in tort are identified as per the law of tort |
| 1. Apply law of Contract | * 1. Essentials of a valid contract are identified as per the law of contract   2. Types of contracts are determined as per the law of contract   3. Methods of discharging contract are identified as per the law of contract   4. Remedies of breach of contract are determined as per the law of contract |
| 1. Apply law of Agency | * 1. Agents are classified as per the law of agency   2. Agents’ authority is established as per the law of agency   3. Duties of agents are identified as per law of agency   4. Rights of agents are identified as per law of agency   5. Methods of terminating agency are determined as per law of agency |
| 1. Apply law of sale of goods | * 1. Sale and agreement to sell are differentiated as per sale of goods Act 2015   2. Capacity to buy and sell is determined as per sale of goods Act 2015   3. ***Terms of sale of goods*** are determined as per sale of goods Act 2015   4. Doctrine of caveat emptor is determined as per sale of goods Act 2015   5. Factors affecting transfer of title are determined as per sale of goods Act 2015   6. Rights of parties are identified as per sale of goods Act 2015   7. Auction process is determined as per the sale of goods Act 2015 |
| 1. Apply hire purchase contracts | * 1. Nature of hire purchase agreement is determined as per hire purchase Act 2017   2. Hire purchase agreement is registered as per hire purchase Act 2017   3. Conditions of terminating hire purchase agreement are determined as per hire purchase Act 2017   4. Completion of hire purchase agreement is determined as per hire purchase Act 2017 |
| 1. Apply law of negotiable instruments | * 1. ***Negotiable instruments*** are identified as per negotiable instrument Act 2018   2. Characteristics of negotiable instrument are identified as per negotiable instrument Act 2018   3. Negotiable instruments are distinguished as per negotiable instrument Act 2018 |
| 1. Apply law of insurance | * 1. Insurance contracts are identified as per insurance Act 2020 laws of Kenya   2. ***Insurance principles*** are analyzed based on insurance Act 2020 laws of Kenya   3. Insurance contracts are formed as per the organizational requirements   4. Insurance contracts are discharged as per the contract terms |
| 1. Apply law of property | * 1. ***Property*** is classified based on property Act 2020   2. Land interests are determined as per the organizational requirements   3. ***Intellectual property*** is determined as per the constitution of Kenya 2010 |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. ***Kenyan courts*** include but not limited to: | * + Supreme Court   + Court of Appeal   + High Court   + Employment and Labour Relations Court   + Environment and Land Court   + Magistrates Court   + Court Martial   + Kadhis’ Court |
| 1. ***Sources of law*** in Kenya include but not limited to: | * + Constitution   + Legislation (Acts of parliament)   + Judicial precedent   + County assembly legislations   + Statutes of general application   + Common law   + Equity   + Islamic law |
| 1. ***Types of torts*** include but not limited to: | * + Negligence   + Defamation   + Nuisance   + Trespass |
| 1. ***Terms of sale of goods*** may include but not limited to: | * + Conditions   + Warranties |
| 1. ***Negotiable instrument*** may include but not limited to: | * + Cheques   + Bill of exchange   + Promissory note |
| 1. ***Insurance principles*** may include but not limited to: | * + Subrogation   + Indemnity   + Insurable interest   + Utmost good faith etc. |
| 1. ***Property*** may include but not limited to: | * + Real and personal   + Movable   + immovable   + tangible   + And intangible |
| 1. ***Intellectual property*** may include but not limited to: | * + Patents   + trademarks,   + Copyrights   + Industrial designs |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Business & Economic cycles in a diverse range of sectors.
* Financial transactions
* Risk management.
* Contract management
* Civil wrongs

**SKILLS**

The individual needs the following skills:

* Evaluation.
* Communication
* Analysis.
* Numeracy.
* Report writing.
* Negotiation
* Inter-personal.

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Identified sources of law in Kenya as per Judicature Act   2. Classified law as per Kenyan law.   3. Determined court structure as per the constitution of Kenya, 2010   4. Determined jurisdiction of courts as per the constitution of Kenya, 2010   5. Identified types of torts as per law of torts   6. Identified general defences in tort as per the law of tort   7. Identified essentials of a valid contract as per the law of contract   8. Identified methods of discharging contract are identified as per the law of contract   9. Determined remedies of breach of contract as per the law of contract   10. Established agents’ authority as per the law of agency   11. Identified duties of agents as per law of agency   12. Identified rights of agents as per law of agency   13. Determined methods of terminating agency as per law of agency   14. Determined terms of sale of goods as per sale of goods Act 2015   15. Determined doctrine of caveat emptor as per sale of goods Act 2015   16. Identified rights of parties as per sale of goods Act 2015   17. Determined nature of hire purchase agreement as per hire purchase Act 2017   18. Determined conditions of terminating hire purchase agreement as per hire purchase Act 2017   19. Identified insurance contracts as per insurance Act 2020 laws of Kenya   20. Analyzed Insurance principles based on insurance Act 2020 laws of Kenya   21. Determined intellectual property as per the constitution of Kenya 2010 |
| 1. Resource implications | The following resources should be provided:  2.1 Appropriately simulated environment where assessment can take place.  2.2 Access to relevant work environments where assessment can take place.  2.3 Resources relevant to the proposed activities or task. |
| 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context of Assessment | 1. The competency may be assessed in a workplace or a simulated workplace |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY ECONOMIC PRINCIPLES

**UNIT CODE:** 0413 451 07A

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply economic skills. It involves; applying fundamental economic concepts, demand concept in market analysis, consumer behaviour theory, production theory, cost theory, differentiating market structures, determining national income, understanding money and banking, determining inflation and unemployment and understanding international trade.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function**.** | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
|
| 1. Apply fundamental economic concepts. | 1. ***Economic concepts*** are identified as per the organizational requirements. 2. Economic methodology is selected as per organizational requirements. 3. Scope of economic resources are determined as per organizational requirements 4. Economic systems are developed as per the organizational requirements 5. Resources are utilized effectively as per the economic objectives. |
| 1. Apply demand and Supply in market analysis | 1. Market demand and Supply dynamics are determined in line with business objectives. 2. Factors affecting demand and supply are outlined as per the market trends. 3. Demand and Supply curves are derived as per market trends. 4. Decisions are made in line with elasticity of demand and Supply. |
| 1. Apply consumer behaviour theory | 1. Consumer behaviour approaches are identified as per the market trends. 2. Consumer utility is analysed as per the consumer feedback. 3. Consumer equilibrium is analysed based on consumer income and product prices 4. Indifference curves are applied as per organizational objectives |
| 1. Apply production theory | 1. Mobility of factors of production is determined as per organizational requirements. 2. Output units are determined as per organizational resources. 3. Stages of production are identified as per organizational products. 4. Long run production period is analyzed as per the organizational objectives |
| 1. Apply costs theory | * 1. Production ***costs*** are classified as per organizational production policy.   2. Short run costs are analyzed as per Work procedures   3. Long run costs are analyzed as per Work procedures   4. Cost curves are analyzed as per organizational production policy.   5. Optimal size of the firm is determined based on economies of scale. |
| 1. Differentiate market structures. | * 1. Market structures are determined as per economic system   2. Market output are determined as per economic system   3. Market prices are determined as per economic system   4. ***Market structures*** are selected as per organizational requirement |
| **7.** Determine national income | 1. Concepts of national income are identified as per the economic policies 2. Methods of measuring national income are identified as per regulatory policies 3. National income concepts are identified as per economic conditions. 4. Importance of national income statistics are applied as per the national economic policy. 5. Determine national income equilibrium as per national economic policy. |
| **8.** Understand Money and Banking | 1. Functions of money are determined as per the economic requirements. 2. Characteristics of money are identified as per financial regulations. 3. ***Financial institutions*** are identified as per financial market regulatory. 4. Functions of central and commercial banks are determined as per financial regulations. 5. Functions of non- banking financial institutions are identified as per financial institutions. |
| 9**.** Determine Inflation and unemployment | * 1. Types of inflation are identified as per the economic conditions   2. Inflation causes are classified as per the economic conditions   3. Inflation effects are identified as per the economic conditions   4. Measures of inflation control are determined as per the regulatory policies   5. Unemployment causes are identified as per the economic conditions   6. Unemployment control measures are determined as per the regulatory policies |
| 10. Understand International trade | * 1. Concept of international trade is determined as per the economic conditions.   10.2 International balance of payment is determined as per international trade. |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Economic concepts may include but not limited to: | * 1. Economic resources   2. human wants   3. scarcity and choice   4. opportunity cost   5. production possibility curves/frontiers   6. wealth   7. welfare |
| 1. National income concepts include but not limited to: | * 1. gross domestic product (GDP   2. Gross national product (GNP) and net national product (NNP)   3. Net national income (NNI) at market price and factor cost   4. Disposable income |
| 1. Market structures may include but not limited to: | * 1. Monopoly   2. Perfect competition   3. Monopolistic competition   4. Oligopoly   5. Duopoly |
| 1. Financial institutions may include but not limited to: | * 1. Banking institutions   2. Non-banking financial institutions |
| 1. Costs may include but not limited to: | * 1. Fixed costs   2. Variable costs   3. Total cost   4. Opportunity costs   5. Marginal cost |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Price theory
* Structure of markets and equilibrium
* Banking policies and procedures
* Market trends
* Financial markets

**SKILLS**

The individual needs the following skills:

* Interpersonal
* Critical thinking
* Communication
* Evaluation.
* Analytical

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Developed economic systems as per the organization requirement 2. Derived demand curve as per the market trends 3. Made decisions in line with elasticity of demand 4. Derived supply curve as per the market trends 5. Made decisions in line with elasticity of supply 6. Established Equilibrium price as per the market trends 7. Analyzed consumer equilibrium based on consumer income and product price 8. Applied indifference curves as per organizational objectives 9. Analyzed long run production period as per organizational objectives 10. Analyzed cost curves as per organizational production policy 11. Determined optimal size of the firm based on economies of scale 12. Selected market structures as per organizational requirement 13. Determined National income equilibrium as per national economic policy 14. Identified National income measurement methods based on fiscal policies 15. Applied national income statistics as per national economic policy 16. Identified financial institutions as per financial market regulatory authority 17. Determined functions of money as per economic requirement 18. Determined measures of inflation control as per the regulatory polices 19. Determined International balance of payment as per international trade |
| 1. Resource implications | The following resources should be provided:  2.1 Access to relevant workplace  2.2 Appropriately simulated environment where assessment can take place  2.3 Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Practical 2. Projects 3. Poe evaluation 4. Third party reports 5. Written test |
| 1. Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY BUSINESS MATHEMATICS AND STATISTICS

**UNIT CODE**: **0588 451 08A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to apply business mathematics and statistics to solve business problems. It involves applying statistical equations, applying statistical matrices, working out commercial mathematics, carrying out elementary statistics, carrying out descriptive statistics, applying set theory, applying basic probability theory and using index numbers.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range****.* |
| 1. Apply statistical equations | 1. Linear equations are determined as per the objective functions 2. Quadratic equations are determined as per the objective functions 3. Simultaneous equations are formulated as per the objective functions 4. Break-even analysis is computed as per the organization objective. 5. Differentiation and integration is carried out as per the objective functions 6. Total revenue, total cost and profit equations are formulated as per the organizational objectives. |
| 1. Apply statistical matrices | 1. Addition, subtraction, division and multiplication formulae are performed as per the order of operations. 2. Determinants of 2x2 matrices are calculated as per the order of operations. 3. Inverses of 2x2 matrices are calculated as per the order of operations 4. Matrices are applied to business operations as per the organizational objectives. |
| 1. Work-out commercial mathematics | 1. ***Discounts*** are computed as per organization’s policy 2. Commissionsare determined based on the company policies and procedures. 3. ***Methods of calculating wages*** are determined 4. Wages and salaries are computed as per organization policies. 5. Simple and compound interests are calculated as per the organization’s policy 6. Profit margin and mark-up are computed based on organization’s policy 7. Gross pay and net pay are calculated as per organization’s policy 8. Depreciation and appreciation of assets are worked-out as per the accounting guidelines. 9. Hire purchase price is determined as per the hire purchase agreement 10. Foreign exchange transactions are computed as per trade agreements. |
| 1. Carry out elementary statistics | 1. ***Methods of data collection*** are identified as per the organisation’s objectives 2. Sampling techniques and presentation of data is carried out as per the organisation’s objectives. 3. Data is presented using ***Tables and diagrams*** as per the functions Data is presented using ***Graphs*** as per the function 4. Cumulative frequency curves (OGIVE) are drawn and applied. |
| 1. Carry out descriptive statistics | 1. ***Measures of central tendency*** are determined according to Work procedures. 2. ***Measures of dispersion*** are determined on the basis of Work procedures 3. Measures of skewness and kurtosis are analyzed as per the Work procedures. |
| 1. Apply set theory | 1. Sets types are identified following the set theory. 2. Sets operations are performed as per the set theory. 3. Venn diagrams are drawn according to the set theory. 4. Business problems are solved using set theory. |
| 1. Apply basic probability theory | 7.1 Probability events are identified as per the work place requirements.   * 1. Types of events are determined as per the work place requirements.   2. Rules of probability are applied based on additive and multiplicative rules.   3. Bayes’ Theorem is applied as per the theorem rules   4. Probability trees are drawn according to events.   5. Solve business problems using probability |
| 1. Use index numbers | * 1. Formulae for computing index numbers are identified as per the organization objective.   2. ***Index numbers*** are computed as per the formula   3. Index numbers are applied in decision making as per the organization objective |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. ***Discounts*** may include but not limited to: | * Cash discount * Trade discount * Quantity discount |
| 1. ***Methods of data collection*** may include but not limited to: | * Primary * Secondary Data |
| 1. ***Tables and diagrams*** may include but not limited to: | * Frequency distribution table * Bar charts * Pie charts * Histogram * frequency polygons |
| 1. ***Graphs*** may include but not limited to: | * Basic time series graphs * Z-charts * Lorenz curves and * Semi-log graphs |
| 1. ***Methods of calculating wages*** may include but not limited to: | * Piece rate * Hourly rate |
| 1. ***Measures of central tendency*** may include but not limited to: | * Mean: arithmetic mean, weighted arithmetic mean, geometric mean and harmonic mean * Mode * Median |
| 1. ***Measures of dispersion*** may include but not limited to: | * Range * Standard deviation * Variance * Co-efficient of variation * Quartile deviation |
| 1. ***Index numbers*** may include but not limited to: | * Laspeyre’s * Paasche’s * Fisher’s ideal * Marshal |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required skills**

The individual needs the following skills:

* Numeracy
* Analytical
* Decision making
* Problem solving
* Critical thinking

**Required knowledge**

The individual needs the knowledge of:

* Data collection, presentation and analysis
* Business calculations

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Formulated Simultaneous equations as per the objective functions 2. Computed break-even analysis as per the organization objective 3. Formulated total revenue, total cost and profit equations as per the organizational objectives 4. Applied statistical matrices as per the order of operations 5. Computed profit margin and mark-up based on organizations policy 6. Computed simple and compound interests as per organization’s policy 7. Presented data using tables and diagrams as per the functions 8. Presented data using graphs as per the function 9. Determined measures of dispersion on the basis of work procedures 10. Determined measures of central tendency according to work procedures 11. Solved business problems using Set theory as per organization objective 12. Solved business problems using probability as per organization objective |
| * + - 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| * + - 1. Context of Assessment | 4.1 The competency may be assessed in a workplace or a simulated workplace |
| * + - 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY FINANCIAL MANAGEMENT SKILLS

**UNIT CODE:** 0411 451 09A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage organization finance. It involves identifying finance sources, evaluating financial markets and institutions, evaluating time value of money, analysing risk and return, evaluating cost of capital, analysing capital budgeting decisions, evaluating working capital and formulating dividend decisions.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the **key outcomes** which make up **workplace function**. | **PERFORMANCE CRITERIA**  These are **assessable** statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms are elaborated in the range.*** |
| 1. Identify finance sources | 1. Sources of finance are identified as per the capital markets regulatory authority 2. Sources of finance are classified as per the capital markets regulatory authority. 3. Evaluation criteria are determined as per the capital markets regulatory authority. 4. Finance sources are evaluated as per the set criteria. |
| 1. Evaluate financial markets and institutions | * 1. Financial markets are defined as per capital markets authority   2. ***Financial markets*** are categorized as per markets authority   3. Financial markets are evaluated based on effect in financial structure   4. ***Financial Institutions*** are defined based on markets   5. Institutions are analysed based on effect in financial structure   6. Financial markets and institutions are evaluated in line with financial management financial institutions are evaluated as per the organization objectives.   7. Islamic finance principles and trends are determined   8. Islamic finance returns are analyzed as per the work place objectives. |
| 1. Evaluate time value of money | * 1. Time value of money is defined in line with financial objectives   2. Reasons for time value of money are identified based on time and risk   3. Methods of analysing time value of money are defined based on either past or future   4. Discounting factor (PVIF) is determined as per the prevailing market conditions.   5. Compounding factor (FVIF) is determined as per prevailing market conditions.   6. Annuities and perpetuities are determined as per the discounting and compounding factor.   7. Loan amortization schedule is prepared as per discounting and compounding factor   8. Time value of money is evaluated based on financial implications |
| 1. Analyse risk and return | * 1. Risk and return are identified as per the organization objectives.   2. Risk and return components are determined as per the organization objectives*.*   3. Risk and return for a single asset is determined as per organization objectives   4. Measures of risks are categorized based on effectiveness   5. Risks and returns are analysed in line with decision making |
| 1. Evaluate cost of capital | * 1. Capital is defined in the context of finance   2. Cost of capital is defined in terms of finance   3. Component costs of capital are computed as per organization capital structure.   4. Component costs of capital weights are calculated   5. Cost of capital is analysed in line with financial effects   6. Weighted average cost of capital is determined in view of applicable rates.   7. Marginal cost of capital is determined in view of applicable rates.   8. Optimal capital structure is determined based on organizational objectives. |
| 1. Analyse capital budgeting decisions | * 1. Capital budgeting is defined in line with financial objectives   2. Capital budgeting methods are identified based on financial objectives   3. Capital budgeting methods are analysed based on financial implications   4. Investment techniques are selected as per the organizational requirements   5. Investment projects are appraised based on the techniques. |
| 1. Evaluate working capital | * 1. Working capital is defined in line with financial implications   2. ***Components of working*** capital are identified as per the organization balance sheet   3. Sources of working capital are determined based on financial implications   4. Operating cash cycle is determined as per the organization balance sheet.   5. Cash optimal levels are determined as per the organization balance sheet   6. Receivables are analysed in line with financial implications   7. Inventory is analysed based on financial implications   8. ***Inventory levels*** are determined as per the organization policy. |
| 1. Formulate dividend decisions | * 1. Dividends are defined based on types   2. Dividend policies are evaluated as per organization policy   3. ***Forms of dividend payment*** are analysed as per Companies Act   4. Optimal dividend Payout is computed as per the organizational policy. |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Financial institutions may include but not limited to: | * Commercial banks * Merchant banks * Central bank * Sacco’s * Pension funds * Mutual funds * Insurance firms * Micro-finance |
| 1. Financial markets include: | * Money market * Capital markets |
| 1. Components of working capital includes but not limited to: | * Current assets (inventory, cash, accounts receivables) * Current liabilities (Account payables) |
| 1. Inventory levels include but not limited to: | * Re-order level * Maximum level * Minimum level * Average level |
| 1. Forms of dividend payment may include but not limited: | * Cash * Bonus |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs knowledge of:

* Mathematics
* Economics
* Financial management
* Law
* Statistics

**SKILLS**

The individual needs the following skills:

* Critical thinking
* Communication
* Analytical.
* Report writing.
* Problem solving
* Decision making

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | ***Assessment requires evidence that the candidate:***   1. Evaluated finance sources as per the set criteria 2. Evaluated financial markets based on effect in financial structure. 3. Evaluated financial institutions in line with financial management financial institutions are evaluated as per the organization objectives. 4. Determined Islamic finance principles and trends based on effect in financial structure. 5. Determined future value of money as per the prevailing market conditions. 6. Determined present value of money as per the prevailing market conditions. 7. Determined risk and return for a single asset as per the organization objectives. 8. Determined weighted average cost of capital in view of applicable rates. 9. Determined Marginal cost of capital in view of applicable rates. 10. Analysed capital budgeting methods based on financial implications 11. Appraised investment projects based on the techniques. 12. Determined optimal cash levels as per the organization balance sheet. 13. Determined operating cash cycle as per the organization balance sheet. 14. Determined inventory levels as per the organization policy. 15. Evaluated dividend policies as per organization policy. |
| * + - 1. Resource implications | The following resources should be provided:   1. Appropriately simulated environment where assessment can take place. 2. Access to relevant work environments where assessment can take place. 3. Resources relevant to the proposed activities or task. |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| * + - 1. Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |
| * + - 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# APPLY MANAGEMENT SKILLS

**UNIT CODE:** 0413 451 10A

**UNIT DESCRIPTION**

This unit describes competencies required to effectively apply management principles in the workplace. It covers applying planning principles, organizing principles, directing principles and coordinating principles.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENTS** | **PERFORMANCE CRITERIA** |
|
| 1.Apply planning principle | * 1. Organizational ***goals and objectives*** are identified as per work procedure   2. ***Work plans*** are laid down based on work requirements   3. Monitoring of work progress is carried out based on planning factors   4. ***Planning principles*** are implemented based on work requirements |
| 2.Apply Organizing principle | * 1. Office goals and objectives are defined as per organizational procedure   2. Office tasks and responsibilities are assigned based on work requirements   3. Monitoring of progress is carried out as per organizational procedure |
| 3.Apply directing  principle | * 1. Orders and instructions are laid out to subordinates as per organizational procedure   2. Supervision of office staff is carried out as per work requirement   3. Exchange of opinions and ideas is carried out as per organization needs |
| 4.Apply coordinating principle | 4.1Work schedules are created as per organizational procedure   * 1. Individual roles are defined as per work requirements   2. Teams are rewarded as per organizational procedure |

**RANGE**

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

|  |  |
| --- | --- |
| Variables | Range |
| Goals and objectives may include but not limited to: | May include but not limited to:   * Innovation and adaptability * Customer satisfaction * Employee engagement and development * Achieve sustainable growth * Ensure financial growth and profitability * Identify opportunities for growth and diversification |
| 1. Work plans may include but are not limited to: | * Creating timelines * Break down the project into specific tasks * Identifying resources required * Identifying potential risks and challenges * Process for seeking approvals |
| 1. Planning principlesmay include but are not limited to: | * Vision and mission * Data-driven decision making * Flexible plans * Transparency in decision making * Fair and equitable decision making |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Knowledge**

The individual needs to demonstrate the following knowledge of:

* Principles of management
* Research
* Financial Accounting
* Commercial Law

**Required Skills**

The individual needs to demonstrate skills of:

* Communication
* Analytical
* Evaluation
* Management
* Problem solving
* Time management
* Data collection
* Numeracy
* ICT
* Entrepreneurship
* Occupational health and safety
* Environmental literacy

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| * + - 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Laid down work plans based on the requirements   2. Carried out monitoring of progress as per organizational   procedure   * 1. Carried out supervision of office staff as per work requirement   2. Created work schedules as per organizational procedure |
| * + - 1. Resource implications | The following resources should be provided:  Appropriately simulated environment where assessment can take place.  Access to relevant work environments where assessment can take place.  Resources relevant to the proposed activities or task. |
| * + - 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| * + - 1. Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |
| * + - 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# CONDUCT RESEARCH STUDY

**UNIT CODE:** 0416 551 11A

**UNIT DESCRIPTION**

This unit covers the competencies required to carry out research study. It includes: writing research study introduction, reviewing research literature, designing research study methodology, analysing research study findings, summarizing research study findings and compiling research report.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function. | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements.  ***Bold and italicized terms*** ***are elaborated in the Range.*** |
| 1. Write research study introduction | * 1. Appropriate research title is established as per area of specialization   2. ***Research variables*** are identified in line with research title   3. Research objectives are formulated in line with research variables   4. Research questions are formulated as per research objectives   5. ***Background to the study*** is developed as per research title   6. Statement of the problem is formulated as per background of the study   7. Significance of the study is established as per stakeholder needs   8. ***Scope of the study*** is specified as per research title   9. Limitations of the study are identified as per scope of study |
| 1. Review research literature | * 1. Relevant theories of the study are described as per research objectives   2. Empirical literature is reviewed as per research objectives   3. Conceptual framework is formulated as per research variables   4. Research gaps are identified as per empirical literature review |
| 1. Design research study methodology | * 1. Relevant ***research designs*** are identified as per type of research study   2. Target ***population*** is established as per scope of study   3. Sample and ***sampling techniques*** are identified as per target population   4. ***Data collection tools*** are formulated as per research objectives   5. Data is appropriately collected as per research objectives   6. ***Data analysis techniques*** are identified as per type of study   7. ***Data presentation methods*** are identified as per type of study |
| 1. Analyze study findings | * 1. Response rate is generated as per research instrument   2. Data analysis is carried out as per response rate   3. Data analysis results are presented as per presentation methods |
| 1. Summarize research study findings | * 1. Findings of study are concluded as per data analysis results   2. Recommendations are generated in line with research findings   3. Room for further studies is suggested as per research study findings |
| 1. Compile research report | * 1. ***Preliminary pages*** are prepared as per institutional requirements   2. Research report is organized as per institutional requirements   3. List of references are compiled as per institutional requirements   4. ***Appendices*** are attached as per institutional requirements   5. Research report is ***proofread*** as per institutional requirements   6. Research report is ***bound*** as per institutional requirements |

**RANGE OF VARIABLES**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| * 1. Research variables may include but not limited to: | 1. Independent variables 2. Dependent variables 3. Moderating variables, etc. |
| * 1. Background to the study may include but not limited to: | * 1. Global   2. Regional   3. Local |
| * 1. Scope of the study may include but not limited to: | 1. Study focus 2. Study population 3. Study variables, etc. |
| * 1. Research designs may include but not limited to: | 1. Descriptive survey 2. Correlations 3. Experimental, etc. |
| * 1. Population may include but not limited to: | 1. Finite 2. Infinite |
| * 1. Sampling techniques may include but not limited to: | 1. Probability 2. Non-probability |
| * 1. Data collection tools may include but not limited to: | 1. Questionnaires 2. Interview schedules 3. Observations, etc. |
| * 1. Data analysis techniques may include but not limited to: | * 1. Quantitative   2. Qualitative |
| * 1. Data presentation methods may include but not limited to: | 1. Tables 2. Charts |
| 10. Preliminary pages may include but not limited to: | 10.1 Cover page  10.2 Declaration   * 1. Dedication, etc. |
| 11. Appendices may include but not limited to: | 11.1 Letter of introduction  11.2 Data collection tools  11.3 Work plan, etc. |
| * 1. Proofread may include but not limited to: | 12.1 Change of tenses from future tense to past tense   * 1. Appropriate line spacing   12.3 Appropriate font style and font size, etc. |
| * 1. Binded may include but not limited to: | 13.1 Spiral  13.2 Case/hard cover, etc. |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs the following skills:

* Analytical
* Time management
* Critical thinking
* Academic writing
* Attention to detail
* Problem-solving
* Language skills
* Formatting skills
* Organization
* Summarizing
* Originality

**Required Knowledge**

The individual needs knowledge of:

* Communication
* Basic statistics
* Research engines
* Digital literacy
* Research engines
* Time management

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | ***Assessment requires that the individual:***   1. Established appropriate research title as per area of specialization 2. Identified research variables in line with research title 3. Formulated research objectives in line with research variables 4. Developed background to study as per research title 5. Formulated statement of problem as per institutional requirements 6. Specified scope of study as per research title 7. Described relevant theories of study as per research objectives 8. Reviewed empirical literature as per research objectives 9. Formulated conceptual framework as per research variables 10. Identified relevant research designs as per type of research study 11. Established target population of study as per the scope of study 12. Identified sample and sampling techniques as per target population 13. Formulated data collection tools as per research objectives 14. Identified data analysis techniques as per type of study 15. Identified data presentation methods as per type of study 16. Generated response rate as per research instrument 17. Carried out data analysis as per response rate 18. Presented data analysis results as per presentation method 19. Carried out qualitative analysis as per institutional requirements 20. Concluded findings of the study as per data analysis results 21. Generated response rate as per research instrument 22. Prepared preliminary pages as per the institutional requirements 23. Organized research report as per the institutional requirements 24. Compiled list of references as per the institutional requirements 25. Attached appendices as per the institutional requirements 26. Proofreading research report as per the institutional requirements 27. Spiral bound research report as per the institutional requirements |
| 2.Resource implications | The following resources should be provided:  2.1Appropriately simulated environment where assessment can take place.  2.2Access to relevant work environments where assessment can take place.  2.3Resources relevant to the proposed activities or task. |
| 1. Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  3.5 Written tests |
| 1. Context of Assessment | 4.1 The competency may be assessed in a workplace or a simulated workplace |
| 1. Guidance information for assessment | 5.1 Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# CORE UNITS

# MARKET BANK PRODUCTS

**UNIT CODE: 0412 451 12A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to market bank products. It involves identifying customer needs, conducting product campaigns, selling bank products and providing customer feedback.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  **These describe the key outcomes which make up workplace function (to be stated in active)** | **PERFORMANCE CRITERIA**  **These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)**  ***Bold and italicized terms* *are elaborated in the Range*** |
| 1. Identify Customer Needs | * 1. ***Customer bank products*** are identified as per business segment.   2. Bank products are bundled as per the customer segment   3. Customer product gap is determined as per customer preferences   4. Wealth and Investment bundles are packaged as per customer preferences |
| 1. Conduct Product Campaigns | 1. Bank products are classified as per bank policy 2. Customer segment markets to be visited is determined as per marketing policy 3. Customer campaign schedules are prepared as per customer preferences. 4. Ccampaign materials are selected and used as per the marketing policy. 5. Product campaigns are conducted in line with bank product policy. 6. Elements of product campaigns are identified as customer segments |
| 3 Sell Bank Products | * 1. Customers are on-boarded as per the bank product policy.   2. Product details are provided as per marketing policy   3. Customer feedback is received as per the service charter. |
| 4. Provide Customer Feedback | 4.1 Customer feedback documentation is managed as per the bank policy  4.2 Customer feedback are classified and managed as per the bank policy  4.3 Market trend feedback is documented as per the bank policy.  4.4 Customer feedback submissions is handled as per the bank policy. |

**REQUIRED SKILLS AND KNOWLEDGE**

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

Required Skills

The individual needs to demonstrate the following skills:

* Negotiation
* Analytical
* Selling
* Communication
* Critical thinking
* Persuasive

Required Knowledge

The individual needs to demonstrate knowledge of:

* Cash handling
* Bank products
* Market niche
* Business competitors

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Identified Customer bank products as per business segment. 2. Identified customer product gap as per customer preferences 3. Prepared customer product bundles as per bank policy 4. On-boarded customers as per the bank product policy 5. Classified bank products as per bank policy 6. Selected campaign materials as per the marketing policy 7. Conducted product campaigns in line with bank product policy 8. Classified customer feedback as per the bank policy 9. Documented market trend feedback as per the bank policy. |
| 1. Resource Implications | The following resources should be provided:   1. Access to relevant workplace where assessment can take place 2. Appropriately simulated environment where assessment can take place 3. Materials relevant to the proposed activity or tasks |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Written tests 2. Oral questioning 3. Third party reports 4. Case studies |
| 1. Context of Assessment | Competency may be assessed   1. Workplace 2. Simulated environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MAINTAIN CUSTOMER RELATIONSHIP

**UNIT CODE: 0412 451 13A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to maintain customer relationships. It involves handling customer requests, handling customer feedback, and offering banking advice.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  **These describe the key outcomes which make up workplace function.** | **PERFORMANCE CRITERIA**  **These are assessable statements which specify the required level of performance for each of the elements.**  ***Bold and italicized terms are elaborated in the range.*** |
| 1. Handle customer Requests | * 1. . Customer request is registered as per the bank service charter   2. Customer’s request is acted upon as per the bank service charter.   3. Feedback is given to the customer as per service charter. |
| 1. Handle customer feedback | * 1. Customer feedback is registered as per the bank service charter.   2. Customer feedback is classified as per complaint handling procedures.   3. Customer’s feedback is acted upon as per the bank service charter.   4. Feedback is given to the customer as per service charter. |
| 1. Offer Banking Advice | * 1. Customer needs are identified as per bank products.   2. Customer needs are met as per available bank products.   3. Customer growth opportunities are identified as per business segments.   4. Bank products are sold as per identified growth opportunities |

**RANGE**

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

|  |  |
| --- | --- |
| **Variable** | **Range** |
| 1. Communication channels may include but not limited to: | * Emails * Telephones * Face to face * Video conferencing |

**REQUIRED KNOWLEDGE AND UNDERSTANDING**

The individual needs to demonstrate knowledge of:

* Computer packages
* Bank operational procedures
* Legal operating environment
* Banking policies and procedures
* Customer service knowledge

**SKILLS**

The individual needs to demonstrate the following skills:

* Communication skills
* Complaint handling
* Leadership skills
* Team player
* Organizing
* Time management
* Problem solving
* Analytical
* Microsoft word

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Registered Customer request as per bank service charter   2. Acted upon Customer’s request as per bank service charter   3. Feedback is given to the customer as per bank service charter   4. Customer feedback is registered as per bank service charter   5. Customer feedback is classified as per bank service charter   6. Customer’s feedback is acted upon as per bank service charter.   7. Customer feedback is given as per bank service charter   8. Identified customer needs as per bank products   9. Met customer needs as per available bank products |
| 1. Resource Implications | The following resources should be provided:   1. Appropriately simulated environment where assessment can take place. 2. Access to relevant work environments where assessment can take place. 3. Resources relevant to the proposed activities or task. |
| 1. Methods of Assessment | Competency may be accessed through:   1. Written tests 2. Oral questioning 3. Third party reports 4. Case studies 5. Role playing |
| 1. Context of Assessment | Competency may be assessed   1. workplace 2. simulated environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry subsector, workplace and job roles is recommended. |

# CARRY OUT CUSTOMER ON-BOARDING

**UNIT CODE**: 0412 451 14A

**UNIT DESCRIPTION**

This unit specifies the competencies required to carry out customer on-boarding. It involves: conducting customer screening, conducting customer analysis, conducting bank products education and facilitating bank product application.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)  *Bold and italicized terms* *are elaborated in the Range* |
| 1. Conduct Customer Screening | * 1. Product features are confirmed as per the customer segment.   2. Customer documents are obtained as per the bank policy   3. ***Customer details*** are captured as per the bank policy |
| 1. Conduct Customer Analysis | * 1. Customer product is identified as per customer need   2. Customer details captured are confirmed as per the bank policy   3. Customer eligibility for the product is determined as per the bank policy   4. Customer need is matched with the bank product as per the bank policy |
| 1. Conduct Bank Product Education | * 1. Bank products are identified as per customer need   2. Customer is contacted as per bank policy   3. Product education is conducted as per the bank policy |
| 1. Facilitate Bank Product Application | * 1. Product application form is identified as per the customer product   2. Product application form is completed as per the bank policy   3. Product application form is verified as per the bank policy. |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. Customer details may include but not limited to: | * + Name   + Age   + Marital status   + Physical address   + Contact   + Nature of work |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* Accuracy
* Organizational
* Communication
* Digital
* Analytical
* Teamwork
* Numeracy
* Interpersonal

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Credit policy
* Risk assessment
* Credit management sector
* Organizational policy, procedures and systems
* Norms and culture of different customers

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Obtained customer documents as per the bank policy   2. Captured customer details as per the bank policy   3. Determined customer eligibility for the product as per the bank policy   4. Matched customer need with the bank product as per the bank policy   5. Contacted the customer as per bank policy   6. Conducted product education as per the bank policy   7. Identified product application form as per the customer product   8. Completed product application form as per the bank policy   9. Verified Product application form as per the bank policy |
| 1. Resource Implications | The following resources should be provided:   * 1. Appropriately simulated environment where assessment can take place.   2. Access to relevant work environments where assessment can take place.   3. Resources relevant to the proposed activities or task. |
| 1. Methods of Assessment | Competency in this unit may be assessed through:   1. Written tests 2. Oral questioning 3. Third party reports 4. Case studies |
| 1. Context of Assessment | Competency may be assessed   1. Workplace 2. Simulated environment |
| 1. Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MONITOR LOAN REPAYMENT

**UNIT CODE: 0412 451 15A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to monitor loan repayment. It involves conducting customer visits, conducting customer sensitization, offering credit cures and offering loan renewals.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  **These describe the key outcomes which make up workplace function (to be stated in active)** | **PERFORMANCE CRITERIA**  **These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)**  ***Bold and italicized terms* *are elaborated in the Range*** |
| 1. Conduct Customer Visit | * 1. Customer hit list is prepared as per bank policy.   2. Customer visit schedule is prepared as per customer availability.   3. Loan usage is confirmed as per the indicated purpose.   4. Call report is prepared as per the bank policy. |
| 1. Conduct Customer Sensitization | * 1. Loan terms are disseminated as per the bank credit policy.   2. Consequences of non-compliance are explained as per the credit policy   3. Benefits of compliance are explained as per the credit policy |
| 1. Offer Credit Cures | * 1. Loan customer hit list is prepared as per bank credit policy.   2. Causes of non-compliance are identified as per the business environment   3. Credit cures are identified as per the bank credit policy   4. Credit cures is selected as per the bank credit policy.   5. Loan performance is monitored as per the new loan contract. |
| 1. Offer Loan Renewals | * 1. Eligible customer hit list is prepared as per bank credit policy.   2. Eligible customers are contacted as per the bank policy   3. Loan application for eligible customers are initiated as per the bank credit policy. |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. Credit Cures may include but not limited to: | * + Loan restructuring   + Loan rescheduling   + Private treaty |

**REQUIRED SKILLS AND KNOWLEDGE**

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

Required Skills

The individual needs to demonstrate the following skills:

* Organizational
* Communication
* Digital literacy
* Problem solving
* Numeracy
* Analytical
* Dispute Resolution
* Interpersonal

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Norms and culture of different customers
* Credit policy
* Organizational policy, procedures and systems
* Risk assessment
* Credit management sector

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Prepared the customer hit list as per bank policy   2. Confirmed loan usage as per the indicated purpose.   3. Prepared call report as per the bank policy.   4. Disseminated loan terms as per the bank credit policy.   5. Explained consequences of non-compliance as per the credit policy   6. Explained benefits of compliance as per the credit policy   7. Identified causes of non-compliance as per the business environment   8. Selected credit cures as per the bank credit policy.   9. Monitored loan performance as per the new loan contract.   10. Contacted eligible customers as per the bank policy   11. Initiated loan application for eligible customers as per the bank credit policy. |
| 2.Resource implications | The following resources should be provided:  2.1Appropriately simulated environment where assessment can take place.  2.2Access to relevant work environments where assessment can take place.  2.3Resources relevant to the proposed activities or task. |
| 3.Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports   * 1. Written tests |
| 4.Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |
| 5.Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# PROVIDE TELLERING SERVICE

**UNIT CODE: 0412 551 16A**

**UNIT DESCRIPTION**

This unit specifies the competencies required to provide tellering service. It involves facilitating cash deposit, processing cash withdrawals, facilitating foreign currency transactions, facilitating fund transfers and balancing teller cash account

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)  ***Bold and italicized terms* *are elaborated in the Range*** |
| 1. Facilitate cash deposit | * 1. Customerdeposit is confirmed as per the customer’s deposit slip.   2. ***Customer details***are verified as per bank policy   3. Customer’s account is credited as per bank operations policy   4. Cash is stored as per standard operating procedures   5. Cash deposit duplicate slip is signed by customer as per bank policy   6. Copy of stamped deposit slip is issued as per bank policy. |
| 1. Process cash withdrawals | * 1. Customerrequest is received as per bank policy   2. Customer detailsare verified as per bank policy   3. Customerbalance is confirmed as per standard operating procedures   4. Customer’s account is debited as per bank operations policy   5. Cashis retrieved from till as per bank policy   6. Cash is counted as per bank policy   7. Cash is confirmed by customer as per bank policy   8. Cash withdrawal slip is signed by customer as per bank policy   9. Copy of stamped cash withdrawal slip is stored as per bank policy |
| 1. Facilitate purchase of foreign currency | 1. Customer request is received as per bank policy 2. Availability of the currency is confirmed as per the bank policy 3. Validity of the currency is confirmed as per standard operating procedures 4. Exchange rate is confirmed as per the money market. 5. The currency is counted as per the standard operating procedures. 6. Equivalent currency are issued/received as per standard operating procedures. 7. Customer copy of the receipt is issued and the bank copy retained as per standard operating procedures. 8. Currency is kept in the till as per standard operating procedures. |
| 1. Facilitate funds transfer | * 1. Customer request is received as per standard operating procedures   2. Customer detailsare verified as per banking policy.   3. Customerbalance is confirmed as per standard operating procedures.   4. Cashtransfer is initiated as per bank policy.   5. Copy of the signed cash transfer slip is issued as per bank policy |
| 1. Balance Teller Cash Account | * 1. Physical cash is bundled as per standard operating procedures   2. Physical cash is confirmed as per standard operating procedures   3. System balance is checked against physical cash as per standard operating procedures.   4. Report on system balance against physical cash is verified as per standard operating procedure.   5. Daily till limit for physical cash is maintained as per bank cash management policy.   6. Till is returned to strong room as per standard operating procedures |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. ***Customer details*** may include but are not limited to: | * Signature * Signatories * Dates * Amount in words * Amount in figures * Status of cheque leaf |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* communication
* negotiation
* conflict resolution
* listening
* budgeting
* financial management
* problem-solving

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Conflict resolution and negotiation techniques
* Credit and debt recovery principles and techniques
* Financial delegations and limits applied within organization and specific to role
* Legislative, regulatory and industry code requirements
* Organizational credit management policies and procedures
* Stress management techniques.

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Verified customer details as per bank policy   2. Credited customer’s account as per bank operations policy   3. Stored cash as per standard operating procedures   4. Issued a copy of stamped deposit slip as per bank policy   5. Debited customer’s account as per bank operations policy   6. Stored a copy of stamped cash withdrawal slip as per bank policy   7. Confirmed physical cash as per bank policy   8. Checked system balance against physical cash as per standard operating procedures   9. Returned till to strong room as per standard operating procedures |
| 2.Resource implications | The following resources should be provided:  2.1Appropriately simulated environment where assessment can take place.  2.2Access to relevant work environments where assessment can take place.  2.3Resources relevant to the proposed activities or task. |
| 3.Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects   * 1. Poe evaluation   3.5Third party reports  3.6Written tests |
| 4.Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |
| 5.Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# PROCESS BANK CREDIT APPLICATION

**UNIT CODE**: 0412 551 17A

**UNIT DESCRIPTION**

This unit specifies the competencies required to process bank credit application. It involves: Assessing customer screening, offering credit advice, conducting credit risk assessment and conducting credit appraisal.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)  ***Bold and italicized terms* *are elaborated in the Range*** |
| 1. Assess credit application | * 1. ***Customer details*** are obtained as per the bank credit policy   2. Purpose of the credit is determined as per the customer needs   3. Amount of credit requested is established as per customer needs |
| 1. Offer credit Advice | * 1. Customers are informed on the requirements as per credit policy   2. Customers are informed on monthly credit repayment amount as per credit policy   3. Customers are informed on credit repayment period as per credit policy   4. Customers are informed on credit repayment date as per credit policy   5. Customers are informed on interest rates and other costs as per credit policy   6. Customer is informed of the loan security as per credit policy   7. Credit application form is issued as per credit policy. |
| 1. Conduct credit risk assessment | * 1. Credit risks are identified as per the risk management framework   2. Credit risks are classified as per the risk management framework,   3. Credit risks are analysed as per the prevailing industry credit risk trends   4. Credit risks are rated as per credit risk management policy   5. Credit is priced as per risk rating   6. Credit servicing and activity costing are determined as per credit policy. |
| 1. Conduct credit application appraisal | * 1. Industry is analysed as per business policy.   2. Client suitability for credit is determined as per credit policy.   3. Credit risk analysis and rating is done as per the risk policy   4. Credit approval process is determined as per target market needs.   5. Documentation requirements are determined as per credit policy.   6. Sales contract and documentation are obtained as per credit policy.   7. Dispatch/disbursement notice is prepared as per credit procedures. |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. ***Customer details*** may include but not limited to: | * + Name   + Age   + Marital status   + Physical address   + Contact   + Nature of work |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* Accuracy
* Numeracy
* communication
* IT
* problem solving
* dispute resolution
* organizational
* teamwork
* self-management
* analytical

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Credit policy
* Risk
* Risk assessment
* Credit management sector
* Organizational policy, procedures and systems
* Norms and culture of different customers

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Obtained Customer details as per the bank credit policy   2. Determined the Purpose of the credit as per the customer needs   3. Established Amount of credit requested as per customer needs   4. Informed Customer on monthly credit repayment as per credit policy   5. Informed Customer on credit repayment period as per credit policy   6. Identified Credit risks as per the risk management framework   7. Informed Customer on credit repayment date as per the credit policy   8. Informed Customer of the loan security as per credit policy   9. Classified the Credit risks as per the risk management framework   10. Analyzed Credit risks as per the prevailing industry credit risk trends   11. Rated Credit risks as per credit risk management policy   12. Priced credit risk as per risk rating   13. Determined Client suitability for credit as per credit policy |
| 1. 2.Resource implications | The following resources should be provided:  2.1Appropriately simulated environment where assessment can take place.  2.2Access to relevant work environments where assessment can take place.  2.3Resources relevant to the proposed activities or task. |
| 3.Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical   * 1. Projects   3.3Poe evaluation   * 1. Third party reports   2. Written tests |
| 4.Context of Assessment | 1. The competency may be assessed in a workplace or a simulated workplace |
| 5.Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE CLIENT DEBT COLLECTION

**UNIT CODE:** 0412 551 18A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage client debt collection. It involves classifying business debts, contacting loan defaulters and offering credit cures.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)  ***Bold and italicized terms* *are elaborated in the Range*** |
| 1.Classify business debts | * 1. Business debts are categorized as per credit policy   2. Impact of debts is measured as per credit policy   3. Debt provisioning is determined in line with regulatory requirements   4. Debt classifications are reviewed as per credit portfolio performance. |
| 2.Contact Loan Defaulters | * 1. Loan defaulters are identified as per bank credit policy.   2. Modes of contact are determined as per the customer database   3. Loan defaulters are contacted as per the customer database   4. Cause(s) of default are established as per customer status.   5. Course of action is recommended as per the bank credit policy. |
| 3.Offer Credit Cures | * 1. Causes of default are identified as per the business environment   2. Credit cures are identified as per the bank credit policy   3. Credit cures is applied as per the bank credit policy.   4. Loan performance is monitored as per the new loan contract.   5. Irrecoverable loans are identified as per default period the bank credit policy. |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. ***Action*** may include but not limited to: | * + Collect credit arrears   + Communicate to customer   + Escalate |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* Numeracy
* communication
* IT
* problem solving
* dispute resolution
* organizational
* self-management
* analytical
* interpersonal

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Credit policy
* Risk
* Risk assessment
* Credit management sector
* Organizational policy, procedures and systems
* Norms and culture of different customers

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   * 1. Categorized business debts as per credit policy   2. Measured impact of debts as per credit policy   3. Determined debt provisioning in lined with regulatory requirements   4. Identified loan defaulters as per bank credit policy   5. Contacted loan defaulters as per the customer database   6. Established cause(s) of default as per customer status   7. Recommended course of action as per the bank credit policy   8. Identified credit cures as per bank credit policy   9. Applied credit cures as per the bank credit policy   10. Identified irrecoverable loans as per the bank credit policy |
| 2.Resource implications | The following resources should be provided:  2.1Appropriately simulated environment where assessment can take place.  2.2Access to relevant work environments where assessment can take place.  2.3Resources relevant to the proposed activities or task. |
| 3.Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation  3.4 Third party reports  Written tests |
| 4.Context of Assessment | 1. The competency may be assessed in a workplace or a simulated workplace |
| 5.Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |

# MANAGE CREDIT SECURITY

**UNIT CODE:** 0412 551 19A

**UNIT DESCRIPTION**

This unit specifies the competencies required to manage credit security. It involves identifying security options, determining the security coverage, executing legal documents and conducting security perfection.

**ELEMENTS AND PERFORMANCE CRITERIA**

|  |  |
| --- | --- |
| **ELEMENT**  These describe the key outcomes which make up workplace function (to be stated in active) | **PERFORMANCE CRITERIA**  These are assessable statements which specify the required level of performance for each of the elements (to be stated in passive voice)  ***Bold and italicized terms* *are elaborated in the Range*** |
| 1. Identify security options | * 1. Type of collateral is determined as per credit category   2. Exposure is determined as per the credit policy.   3. Exposure is matched with collateral as per the credit policy. |
| 1. Determine Security Coverage | * 1. ***Security*** ownership is determined as per law   2. Security coverage is determined as per law   3. Use of collateral elsewhere is determined as per credit policy   4. Security valuation is conducted as per credit policy |
| 1. Execute legal documents | * 1. Customer is issued with offer letter and other legal documents as per credit policy   2. Offer letter and other legal documents are signed by advocate as per credit policy   3. ***Legal documents*** are witnessed as per credit policy |
| 1. Conduct security perfection | * 1. Security documents are obtained as per credit policy   2. Security documents are compiled as per joint registration legal requirement   3. Legal charge on property is obtained as per banking policy |
| 1. Maintain credit security documents | * 1. Legal documents are filed as per standard operating procedures   2. Security documents are stored as per standard operating procedures   3. Security documents register is maintained as per credit policy   4. Insurance register is maintained as the credit policy   5. Valuation report is maintained as per credit policy |

**RANGE**

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

|  |  |
| --- | --- |
| **VARIABLE** | **RANGE** |
| 1. ***Securities*** may include but not limited to: | * Personal real estate. * Home equity. * Personal vehicles. * Paychecks. * Cash or savings accounts. * Investment accounts. * Paper investments. |
| 1. ***Legal documents*** may include but not limited to: | * Guarantee * 3rd party guarantee * Letter of hypothecation * Chattels mortgage * Director’s guarantee |

**REQUIRED SKILLS AND KNOWLEDGE**

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

**Required Skills**

The individual needs to demonstrate the following skills:

* Communication
* Reporting
* Complaint handling
* Leadership skills
* Team player
* Organizing
* Time management
* Problem solving
* Analytical

**Required Knowledge**

The individual needs to demonstrate knowledge of:

* Computer packages
* Bank operational procedures
* Legal operating environment
* Banking policies and procedures
* Security management

**EVIDENCE GUIDE**

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

|  |  |
| --- | --- |
| 1. Critical Aspects of Competency | Assessment requires evidence that the candidate:   1. Matched exposure with collateral as per the credit policy 2. Determined security coverage as per the law. 3. Witnessed the legal documents as per the credit policy 4. Compiled security documents as per joint registration legal requirement. 5. Maintained credit security documents register as per credit policy |
| 2.Resource implications | The following resources should be provided:   1. Appropriately simulated environment where assessment can take place. 2. Access to relevant work environments where assessment can take place. 3. Resources relevant to the proposed activities or task. |
| 3.Methods of Assessment | Competency in this unit may be assessed through:  3.1 Practical  3.2 Projects  3.3 Poe evaluation   * 1. Third party reports   3.4 Written tests |
| 4.Context of Assessment | The competency may be assessed in a workplace or a simulated workplace |
| 5.Guidance information for assessment | Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. |