

MODULE SIX TEAM MEMBER PERFORMANCE, FINANCIAL AND RISK MANAGEMENT

PORTFOLIO OF EVIDENCE SUMMATIVES

LEARNER DETAILS	
Name	
Surname	
ID Number	
Group Code	
Assessor name	

ASSESSOR NAME	ASSESSMENT DECISION				DATE
	1st	C	<input type="checkbox"/>	NYC	<input type="checkbox"/>
	2n	C	<input type="checkbox"/>	NYC	<input type="checkbox"/>
	3rd	C	<input type="checkbox"/>	NYC	<input type="checkbox"/>

**NATIONAL CERTIFICATE : GENERIC MANAGEMENT
STRATEGIC MANAGEMENT
NQF LEVEL 5 : SQI#59201 : LPI #74512**

MODULE SIX

**TEAM MEMBER PERFORMANCE,
FINANCIAL AND RISK MANAGEMENT**

PORTFOLIO OF EVIDENCE : SUMMATIVES

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LEARNER DETAILS	
Name	
Surname	
ID Number	
Email Address	
Contact No	

ASSESSOR DETAILS	
Name	
Surname	
Registration No	
Email Address	
Contact No	

MODERATOR DETAILS	
Name	Katherine
Surname	De Exclana
Registration No	841130 0154 086
Email Address	KatherineD@starfactory.co.za
Contact No	087 353 8930 (voip) 89371

TRAINING PROVIDER DETAILS	
Name	The Star Factory (Pty) Ltd
SETA Accreditation No	10047

LEARNER DECLARATION OF AUTHENTICITY

I, _____
(name and surname)

agree to, and will abide, by the following conditions...

- 1) I will complete all documentation as required.
- 2) All activities and tasks will be completed to the best of my abilities.
- 3) All the work I submit will be my own work.
- 4) I can only be credited for the unit standards in this module if I hand in my workbook within the specified time frame.
- 5) Should I lose this workbook, I will cover the costs to replace it and will redo all my work. I will arrange with the facilitator how to do this.
- 6) I will comply with the skills development provider's learner code of conduct.

Learner signature		Date	
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UNIT STANDARDS : AN OVERVIEW

Unit Standard ID		Title	NQF Level	Credits
Core	252034	Monitor and evaluate team members against performance standards.	5	8
Specific outcomes <ol style="list-style-type: none"> 1. Formulate performance standards for team members in a unit. 2. Establish systems for monitoring performance. 3. Prepare for a performance review of a team member. 4. Conduct performance review interview. 				
Unit Standard ID		Title	NQF Level	Credits
Fundamental	252040	Manage the finances of a unit.	5	8
Specific outcomes <ol style="list-style-type: none"> 1. Demonstrating an understanding of the key concepts of managerial finance. 2. Interpret financial statements. 3. Describe and prepare financial forecasts. 4. Draft budgets according to the operational plan of the unit. 5. Supervise financial management of a unit against given requirements. 				
Unit Standard ID		Title	NQF Level	Credits
Fundamental	252036	Apply mathematical analysis to economic and financial information.	5	6
Specific outcomes <ol style="list-style-type: none"> 1. Use mathematical techniques to collect and organise data. 2. Apply mathematical techniques to calculate and represent financial and economic data. 3. Apply mathematical analysis to indicate economic relationships. 				
Unit Standard ID		Title	NQF Level	Credits
Core	252025	Monitor, assess and manage risk.	5	8
Specific outcomes <ol style="list-style-type: none"> 1. Demonstrate an understanding of potential risks to a unit. 2. Identify potential risks and assess the impact thereof in a unit. 3. Develop contingency plans for managing risk. 4. Test and revise contingency plans. 				

EXIT LEVEL OUTCOMES

2. Monitor and measure performance and apply continuous or innovative improvement interventions in the unit.
5. Apply the principles of risk, financial and knowledge management and business ethics within internal and external regulatory frameworks.

ASSOCIATED ASSESSMENT CRITERIA

- The performance of the teams and the unit is monitored and measured according to entity's systems and procedures.
- Innovative and/or continuous improvement strategies are applied according to generally accepted theory and practice.
- Results are evaluated in relation to intended outcomes.
- Risk in the unit is managed by considering the impact and likelihood of a variety of internal and external factors.
- The intended outcomes of the unit are achieved by applying accepted principles and practices of financial management.
- The intellectual assets of the unit are identified, developed and protected through the application of the principles of knowledge management.
- The desired outcomes of the unit are achieved within an individual ethical framework and according to the value system of the entity.

CRITICAL CROSS-FIELD OUTCOMES (INTEGRATED)

Identify and solve problems...

- In which responses show that responsible decisions using critical and creative thinking have been made in relation to monitoring the performance of team members.
- Through making recommendations to address discrepancies.
- To interpret economic and financial problems utilising mathematical theories and analysis.
- When determining potential risks and ensuring that relevant and effective plans are developed.

Work effectively with others as a member of a team, group, organisation and community...

- In planning, promoting and managing the implementation of a performance monitoring system.
- When gathering information for financial ratio analysis.
- To gather mathematical data.
- Ensuring all parties understand their own and other's responsibility in relation to the implementation of measures to address risks facing a unit.

Organise and manage oneself and one's activities responsibly and effectively...

- In planning and implementing a performance monitoring system.
- When calculating ratios and reporting findings.
- In order to conduct mathematical analysis within job context.
- To allow sufficient time for planning and implementing measures to address risks.

continued...

Collect, analyse, organise and critically evaluate information...

- In relation to the monitoring and measuring of the performance of team member.
- When monitoring expenditure against budget.
- In order to establish economic relationships.
- When analysing potential risks in the entity.

Communicate effectively using visual, mathematical and/or language skills in the modes of oral and/or written persuasion...

- In communicating with all team members in relation to their performance.
- With stakeholders in written reports.
- To present mathematical analysis to illustrate theories, economic trends and different financial transactions.
- When recording and communicating information and recommendations relating to managing risk in a unit.

Use science and technology effectively and critically, showing responsibility to the environment and health of others...

- When formulating a capital budget.
- In obtaining mathematical information.
- When distributing and storing continuity plans, and ensuring that complete and accurate information is stored on computer systems.

Demonstrate an understanding of the world as a set of related systems by...

- Recognising that problem-solving contexts do not exist in isolation in applying knowledge of and insight into the managing of the performance of team members.
- Showing how the results of the unit impact on the whole entity.
- Recognising that mathematical problem-solving contexts do not exist in isolation to demonstrate how mathematical theories and principles are linked to financial transactions, economic relationships and finance and economic related problems.

Participate as a responsible citizen in the life of local, national and global communities by analysing mathematics and integrating the principles into all spheres of life.

Understand the relationships between different risk factors and their impact on the achievement of a unit's objectives.

SUMMATIVE TASK
To be performed in own time and/or at the workplace.

252034: Monitor and evaluate team members against performance standards.

SO1: Formulate performance standards for team members in a unit. ACs 1-4

SO2: Establish systems for monitoring performance. ACs 1-4

SO3: Prepare for a performance review of a team member. ACs 1-5

SO4: Conduct performance review interview. ACs 1-5

INDIVIDUAL SUMMATIVE TASK 1
PERFORMANCE STANDARDS, MONITORING PERFORMANCE, AND
PERFORMANCE REVIEWS

1. The role of strategic management involves the ability to lead teams to achieve organisational success. One of the efforts to achieve this involves creating performance standards, monitoring performance, and conducting performance reviews.

When done effectively, these engage and motivate your team members, but when done inappropriately these cause disengagement and compromise performance.

Using your organisation's performance management strategy, write a **feedback report** that includes these three (3) sections:

1.1 Performance standards

Choose one (1) of the most important objectives that your team needs to achieve to meet your department's functional strategy.

Using your organisation's format, formulate an appropriate performance standard for your team member/s to achieve this objective. This performance standard must contain the:

1.1.1 Key Results Area (KRA)

1.1.2 Key Performance Indicator or Indicators (KPI)

1.2 Performance Monitoring System

Identify a performance monitoring system that you want to establish in your team, and recommend why you want to establish this.

1.3 Performance Review Feedback

In Module two, you wrote a reflective report on what you should or should not have done differently in a recent team member's formal performance review after learning the most appropriate way to conduct the performance appraisal process.

In this question 1.3, you will conduct a performance review conversation (on-site or online) with one (1) of your team members.

When complete, you must use examples or evidence from this meeting to answer the following questions:

1.3.1 How did you gather team-member related performance data before the meeting?

1.3.2 How did you prepare ahead of time?

1.3.3 What were the logistics of the meeting?

Include the date, time, duration, location, and atmosphere. Also include a screenshot of the meeting request.

1.3.4 How did you welcome your team member?

SUMMATIVE TASK
To be performed in own time and/or at the workplace.

252034: Monitor and evaluate team members against performance standards.

SO1: Formulate performance standards for team members in a unit. ACs 1-4

SO2: Establish systems for monitoring performance. ACs 1-4

SO3: Prepare for a performance review of a team member. ACs 1-5

SO4: Conduct performance review interview. ACs 1-5

INDIVIDUAL SUMMATIVE TASK 1
PERFORMANCE STANDARDS, MONITORING PERFORMANCE, AND
PERFORMANCE REVIEWS
... CONTINUED

1. Using your organisation's performance management strategy, write a **feedback report** that includes these three (3) sections ... **continued.**

1.3 Informal Performance Review Feedback

You must use examples or evidence from this meeting to answer the following questions
... **continued.**

1.3.5 How did you provide constructive feedback?

1.3.6 How did you ensure the conversation was two-way?

1.3.7 How did you keep your comments clear and concise?

1.3.8 How did you focus on the future at the end of the conversation?

IMPORTANT:

Attach your **individual feedback report** that includes **one (1) Performance Standard** example, **Performance Monitoring System**, and **Performance Review Feedback** in Microsoft Word or PDF and submit with this summative activity.

You will label this '**Name and Surname SM5 M6 IS 1**'.

SUMMATIVE TASK
To be performed in own time and/or at the workplace.

252040: Manage the finances of a unit.

SO1: Demonstrating an understanding of the key concepts of managerial finance. ACs 1-4

SO2: Interpret financial statements. ACs 1-5

INDIVIDUAL SUMMATIVE TASK 2
UNDERSTAND MANAGERIAL FINANCIAL CONCEPTS, AND INTERPRET FINANCIAL STATEMENTS

2. As a strategic manager in your organisation, you must have a good comprehension of managerial finance and need to be able to interpret financial statements.

Answer the following questions to demonstrate your level of understanding.

- 2.1 Motivate if you, as a strategic manager in your organisation, need to have a good understanding of finance or accounting, or both.

- 2.2 Explain if you currently work with financial data in your organisation or not.

- 2.3 Differentiate between the accounting period and the accounting cycle, and identify the accounting period used in your organisation.

- 2.4 Submit a balance, income, or cash flow statement generated for your department or organisation.

Justify how the business is performing using evidence from this financial statement.

Note: If you can't or prefer not to gain access to a financial statement within your organisation for confidentiality reasons, then submit another South African organisation's financial statement that is publicly available online.

- 2.5 Use the same financial statement submitted in question 2.4, and perform a liquidity, profitability, turnover, or solvency financial ratio analysis.

Note: you need to source a second financial statement from another organisation available online, preferably in a similar industry to the organisation in question 2.4, to conduct your selected financial ratio analysis.

IMPORTANT:

Attach your answers to **questions 2.1-2.5** as one (1) document in Microsoft Word or PDF and submit with this summative activity.

You will label this '**Name and Surname SM5 M6 IS 2**'.

SUMMATIVE TASK

To be performed in own time and/or at the workplace.

252040: Manage the finances of a unit.

SO3: Describe and prepare financial forecasts. ACs 1-5

SO4: Draft budgets according to the operational plan of the unit. ACs 1-4

SO5: Supervise financial management of a unit against given requirements. ACs 1-3

INDIVIDUAL SUMMATIVE TASK 3 FINANCIAL FORECASTING AND BUDGETING

3. As a strategic leader of a department or business unit, you may be expected to conduct financial forecasting and budgeting.

3.1 Using the steps provided below as a guide, describe how you will prepare a **financial forecast** for your department:

- 3.1.1 Define the purpose of your forecast.
- 3.1.2 Gather past financial statements and historical data.
- 3.1.3 Select a timeframe.
- 3.1.4 Select a forecasting method.
- 3.1.5 Document and monitor results.
- 3.1.6 Analyse financial data.
- 3.1.7 Specify when you propose to repeat the forecast.

Note: if you can't access past financial statements and historical data for confidentiality reasons, you will need to create hypothetical financial data.

3.2 Identify an asset investment you think will benefit your department, business unit, or organisation.

Prepare a **capital budgeting analysis** to motivate if your organisation should go ahead with the investment or not.

Use the following headings:

- 3.2.1 Determine the total amount of the investment.
- 3.2.2 Determine the cash flows the investment will return.
- 3.2.3 Determine residual/terminal value.
- 3.2.4 Calculate annual cash flows of the investment.
- 3.2.5 Calculate the NPV of the cash flows.
- 3.2.6 Run a 'what-if' analysis.
- 3.2.7 Create an implementation plan.
- 3.2.8 Monitor the results.

IMPORTANT:

Attach your **financial forecast** and **capital budgeting analysis** as one (1) document in Microsoft Word or PDF and submit with this summative activity.

You will label this '**Name and Surname SM5 M6 IS 3**'.

SUMMATIVE TASK

To be performed in own time and/or at the workplace.

252036: Apply mathematical analysis to economic and financial information.

SO1: Use mathematical techniques to collect and organise data.

SO2: Apply mathematical techniques to calculate and represent financial and economic data.

SO3: Apply mathematical analysis to indicate economic relationships.

GROUP SUMMATIVE TASK 4 APPLY MATHEMATICAL TECHNIQUES TO REPRESENT FINANCIAL AND ECONOMIC INFORMATION

4. In a group, create a presentation that addresses the following:

- 4.1 Select one (1) of the team members in your group, and refer to the data generated from a performance monitoring system used in his/her/their team.

Use mathematical techniques to collect and organise this data, and represent the reliability of the findings using appropriate charts or graphs.

You need to justify the reliability of the data in terms of the following:

4.1.1 **Mean**

4.1.2 **Standard Deviation**

4.1.3 **Standard Error**

- 4.2 There are many different types of economic analysis that can be conducted in a workplace context.

Identify an **investment** you think will benefit your department or organisation.

- 4.2.1 Calculate a **cost-benefit analysis**, and present the financial results of your analysis.

- 4.2.2 Conduct a **cost-effectiveness analysis**, and present the financial results of your analysis.

- 4.3 Conduct a mathematical economic analysis to indicate and visually represent **one (1)** of the following **economic relationships** in your department or organisation:

- Price up, demand down
- Price up, supply up
- Interest rates up, investment up
- Money supply up, interest rates down
- Economic growth up, unemployment down
- Supply curve, demand curve, or the combined supply and demand curve

IMPORTANT:

Attach your **presentation** in Microsoft Powerpoint or PDF and submit with this summative activity.

You will label this '**Group Name SM5 M6 GS 4**'.

SUMMATIVE TASK
To be performed in own time and/or at the workplace.

252025: Monitor, assess and manage risk.

SO1: Demonstrate an understanding of potential risks to a unit. ACs 1-3

SO2: Identify potential risks and assess the impact thereof in a unit. ACs 1-5

SO3: Develop contingency plans for managing risk. ACs 1-3

SO4: Test and revise contingency plans. ACs 1-3

GROUP SUMMATIVE TASK 5
MANAGE RISK AND DEVELOP CONTINGENCY PLANS

5. As a strategic manager, you are expected to be involved in the management of risk in your team, department and organisation. You also need to be able to develop contingency plans to respond appropriately to these possible risk scenarios.

Choose one (1) team member's department for this summative activity.

In a group, complete the following:

5.1 Occupational health and safety risk assessment

Choose one (1) of your departments in your organisation, and conduct an occupational health and safety risk assessment using the following headings:

- 5.1.1 Identify hazards.
- 5.1.2 Calculate likelihood.
- 5.1.3 Calculate consequences.
- 5.1.4 Calculate the risk rating.
- 5.1.5 Create an action plan checklist.
- 5.1.6 Display data in a risk assessment matrix.

Note: recommend questions 5.1.1-5.1.5 will be on the same excel sheet tab.

5.2 Risk contingency plan

After conducting this occupational health and safety risk assessment, identify one (1) major business disruption.

Create a risk contingency plan to address this disruption.

5.3 Proposal to test and revise the risk contingency plan

Lastly, describe how your group propose to test and revise the risk contingency plan in question 5.2 using the following headings:

- 5.3.1 Test
- 5.3.2 Store and share
- 5.3.3 Review
- 5.3.4 Revise

IMPORTANT:

The **names and surnames** of each **group member** must be on the **cover page**.

Attach your **occupational health and safety risk assessment** and **risk contingency plan** in Microsoft Excel, and the **proposal to test and revise the risk contingency plan** in either Microsoft Word or Adobe Acrobat PDF.

You will label this **"Group Name SM5 M6 GS5"**.



Star Factory

Reminder!

- **Keep your PoE up-to-date**
- **File your work as instructed**
- **Label your work so it doesn't get mixed up**
- **Submit your PoE on time!**