

# SAQA ID 59201

## NATIONAL CERTIFICATE: GENERIC MANAGEMENT

### CLUSTER 7

Accredited  
course  
information:

Unit Standard ID

NQF Level

Credits

252020

5

6

Create and manage an environment that promotes innovation

Accredited  
course  
information:

Unit Standard ID

NQF Level

Credits

252026

5

6

Apply a systems approach to decision making

Accredited  
course  
information:

Unit Standard ID

NQF Level

Credits

252021

5

8

Formulate recommendations for a change process





### Important Information

Please ensure that this logbook is kept in a safe place. It is one of the legal records of your program participation, and without this, you cannot receive credit for what you achieve

<b>This logbook belongs to:</b>	
<b>Contact telephone number:</b>	
<b>My employer:</b>	
<b>My training provider:</b>	
<b>Date received:</b>	
<b>Date returned:</b>	

### Instructions to Learner

The completion and submission of this Logbook is essential for the Learners achievement of the qualification.

The following need to be noted before using this logbook:

1. The responsibility for the completion of the logbook lies with the Learner
2. Entries in the logbook must be clear, concise and in reasonable detail and where additional evidence is required please ensure that it is attached.
3. Learners are reminded that this logbook constitutes valuable record of work experience
4. If workplace experience cannot be attained for Exit Level Outcome, then a simulated working environment can be arranged in order to assess the abilities of the Learner
5. When in doubt, contact your assessor/mentor

### Instruction to Mentor/Supervisor

Interpretation of the method used to assess learner's understanding

Key to Methods	Obs	Observation	Q	Questioning	PE	Product Evaluation
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This logbook must be completed by the **Appointed Mentor** to you as the Learner. Ensure to make an appointment with your Mentor before submitting your POE for assessment.

## INSTRUCTION TO MENTOR:

As an appointed Mentor to the learner, you play an important role in the development of a learner and should ensure that you check understanding of the relevant demonstratable outcomes. Carefully read what the learner needs to demonstrate, asks questions around the topic and guide the learner on what evidence would be relevant to include in the portfolio, this evidence can include actual workplace tasks that are being performed and or where performed. Furthermore, ensure to give the learner positive, constructive feedback on workplace tasks related to the outcomes as set out below.

i.e if a learner was part of and or experienced a conflict situation, make comments on the how the learner handled the situation, what they could've done better etc. in the evidence cell and if necessary, at the comment section below.

If the outcome requires the learner to be part of a meeting, give the learner opportunity to do so, and give the feedback on what they did correctly and what they could do to improve.

The table also indicates activities that the learner needed to complete during the process in the Portfolio of evidence and after the process, check the activity and provide guidance and or praise where applicable.

The table also indicates activities that the learner needed to complete during the process in the Portfolio of evidence and after the process, check the activity and provide guidance and or praise where applicable.

Use the grading provided to give feedback to the learner on how they performed on the activities below:

### Grading scale

Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>
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The grading scale has been included at the beginning of each outcome of the applicable Unit Standards.

Once you have graded the learner, provide feedback on the reason for the grading at the end of the Learning Unit Log.

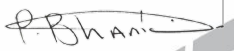


## WORKPLACE LOG

### ID 252020: Create and manage an environment that promotes innovation

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria		Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding
Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>		Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>	
SO1: Analyse own unit in terms of opportunities for innovation.						
252020	1.1	Identify the features of an environment that promotes innovation.		Learners you need be able identify the features of an environment that promotes innovation.  You must be able to analyse own unit in relation to the features of an environment conducive to innovation.  You need to be able to interpret the findings of the analysis to determine whether the current environment promotes innovation.  You need to be able to identify areas for improvement on the basis of the analysis conducted.	Formative Topic 1 Summative 1, 2	Mentor to observe learner's conducting the following activities:  <ul style="list-style-type: none"><li>Learner identified the features of an environment that promotes innovation.</li><li>Learner analysed own unit in relation to the features of an environment conducive to innovation.</li><li>Learner interpreted the findings of the analysis to determine whether the current environment promotes innovation.</li><li>Learner identified areas for improvement on the basis of the analysis conducted.</li></ul>
252020	1.2	Analyse own unit in relation to the features of an environment conducive to innovation.			Summative 2	
252020	1.3	The findings of the analysis are interpreted to determine whether the current environment promotes innovation.			Summative 2	
252020	1.4	Areas for improvement are identified on the basis of the analysis conducted.			Summative 2	
Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>		Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>	

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria	Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding
SO2: Demonstrate an understanding of the techniques for promoting creativity.					
252020	2.1	Creativity and innovation techniques are identified in terms of generally accepted theory and practice.	Learner you should be able to identify creativity and innovation in terms of generally accepted theory and practice.  You need to be able to show understanding of techniques used for promoting creativity.	Summative 1,2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"><li>Learner identified creativity and innovation in terms of generally accepted theory and practice.</li><li>Learner was able to show understanding of techniques used for promoting creativity.</li></ul>
252020	2.2	Three techniques for promoting creativity are explained with practical examples.		Formative Topic 1, 3 Summative 1, 2	
Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>	
SO3: Develop a plan for creating an environment conducive to innovation.					
252020	3.1	The role of the unit manager in creating an environment conducive to innovation is described with reference to continuous improvement and innovation of the unit.	Learner you need be able to identify the role of the unit manager in creating an environment conducive to innovation.  You must be able to create a change management plan: Record the processes, actions and approaches necessary to create an environment conducive to innovation in a plan.  You must be able to promote the plan within the unit in order to encourage commitment.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"><li>Learner identified the role of the unit manager in creating an environment conducive to innovation.</li><li>Learner created a change management plan: Record the processes, actions and approaches necessary to create an environment conducive to innovation in a plan.</li></ul>
252020	3.2	The processes, actions and approaches necessary to create an environment conducive to innovation are recorded in the plan		Summative 2	
252020	3.3	The implementation of the plan is described concerning the environment and availability of resources.		Summative 2	
252020	3.4	The plan is promoted within the unit in order to encourage commitment.		Summative 2	

U. std	SO / AC (Reference)	Specific Outcomes and Assessment Criteria		Learner should be able to demonstrate/show understanding of the following	POE Activity COMPLETED	Method Used to assess understanding	
						<ul style="list-style-type: none"><li>Learner promoted the plan within the unit in order to encourage commitment</li></ul>	
Unsatisfactory □	Needs Improvement □		Satisfactory □	Excellent □	Exceed Satisfactory □		
SO4: Lead a team through a creative thinking process.							
252020	4.1	Techniques for promoting innovation and creativity are applied to generate ideas for a new or improved process, project or product.		Learner you need be able to apply the techniques for promoting innovation and creativity to generate ideas for a new or improved process, project or product in your business unit.  You should be able to generate a number of alternative solutions about the process, project or product.  You should be able to use the best alternative solution generated on the basis of the evaluation criteria.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"><li>Learner applied the techniques for promoting innovation and creativity to generate ideas for a new or improved process, project or product in your business unit.</li><li>Learner generated a number of alternative solutions about the process, project or product.</li><li>Learner used the best alternative solution generated on the basis of the evaluation criteria.</li></ul>	
252020	4.2	A number of alternative solutions are generated about the process, project or product.			Summative 2		
252020	4.3	The best alternative is selected from the solutions generated on the basis of the evaluation criteria.			Summative 2		
252020	4.4	A concept is developed for implementation in accordance with the entity's policies and procedures.			Summative 2		
252020	4.5	The concept is recorded and communicated for implementation.			Summative 2		
Coach / Mentor Comment This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.				Coach /Mentor Signature	Learner Signature 	Assessor Signature	Moderator Signature

<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/show understanding of the following</i>	<i>POE Activity COMPLETED</i>	<i>Method Used to assess understanding</i>





**ID 252026: Apply a systems approach to decision making**

<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/show understanding of the following</i>	<i>Activity to be Completed by Learner in the POE</i>	<i>Method Used to assess understanding</i>
Unsatisfactory <input type="checkbox"/>		Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>
<b>SO1: Apply critical and analytical skills to analyse an issue or problem.</b>					
252026	1.1	Critical and analytical skills are applied to analyse and define an issue/problem affecting the functioning of a unit.	Learner you must be able to apply the critical and analytical skills to analyse and define an issue/problem affecting the functioning of a unit.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"> <li>Learner demonstrated the relationship between personal values, organisational ethics, and the entity's culture is.</li> <li>Learner analysed and describe the potential impact of organisational values and culture on the entity's triple bottom line.</li> </ul>
252026	1.2	Critical and analytical skills are applied to determine factors impacting on the issue/problem and other areas in a unit and the entity affected by the issue/problem.	You need to be able to apply critical and analytical skill to determine factors impacting on the issue/ problem and other areas in a unit and the entity affected by the issue/problem.	Summative 2	
Unsatisfactory <input type="checkbox"/>		Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>
<b>SO2: Engage with stakeholders in analysing the issue/problem and developing solutions.</b>					
252026	2.1	The purpose of the consultation is communicated to stakeholders with reference to the aspects of the issue/problem and solutions to be discussed.	Learner you must be able to communicate the purpose of the consultation to stakeholders with reference to the aspects of the issue/problem and solutions to be discussed  You need to show understanding of critical and analytical processes for analysing the issue/problem and generating ideas on addressing the issue/problem,  You need to be able to obtain the participation of stakeholders in	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"> <li>Learner identified documents related to ethical conduct in South African organisations such as acts, regulations, codes and other documents relevant to the entity.</li> <li>Learner was able to analysed the role of corporate governance within an entity to determine the contribution of a unit in promoting internal organisational codes and ethical practices.</li> </ul>
252026	2.2	The critical and analytical processes for analysing the issue/problem and generating ideas on addressing the issue/problem are explained with examples.		Summative 2	
252026	2.3	The participation of stakeholders is obtained in analysing the unit's internal and external environment		Summative 2	

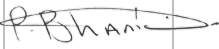


		to identify factors relevant to the issue/problem.	analysing the unit's internal and external environment to identify factors relevant to the issue/problem		<ul style="list-style-type: none"><li>Learner analysed the specific ethical practices of a unit in different areas.</li></ul>
252026	2.4	The participation of team members is obtained in developing solutions to the issue/problem that would contribute towards the functioning of the unit and the broader system within which it operates.	You need to be able to obtain the participation of team members in developing solutions to the issue/problem that would contribute towards the functioning of the unit and the broader system within which it operates	Summative 2	
252026	2.5	The different ideas, values and perspectives of team members and stakeholders are recognised and respected in view of the value they add to the solution developed.	You need to recognise and respect the different ideas, values and perspectives of team members and stakeholders in view of the value they add to the solution developed.	Summative 2	
Unsatisfactory <input type="checkbox"/>		Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>
SO3: Select feasible solutions through a systems approach.					
252026	3.1	The inputs from stakeholders are analysed to identify feasible solutions to the issue/problem that would improve the functioning of the unit and the broader system within which it operates.	Learner you need to be able to analyse the inputs from stakeholders to identify feasible solutions to the issues/problem. You need to be able priorities the identified solutions in terms of their potential outcomes.	Summative 2	<p>Mentor to observe learner’s conducting the following activities:</p> <ul style="list-style-type: none"><li>Learner analysed the inputs from stakeholders to identify feasible solutions to the issues/problem.</li><li>Learner prioritised the identified solutions in terms of their potential outcomes.</li><li>Learner selected a solution that is most appropriate within a systems context.</li></ul>
252026	3.2	The identified solutions are prioritised in terms of their potential outcomes on the various processes/sections in the unit, the wider entity and external stakeholders.	You need to be able to select a solution that is most appropriate within a systems context.	Summative 2	
252026	3.3	A solution(s) is selected that is most appropriate within a systems context taking into consideration interrelated issues that impact on		Summative 2	



		the solution and areas that will be impacted upon by the implementation of the solution.			
Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>	
<b>SO4: Formulate and communicate the decision.</b>					
252026	4.1	The decision on addressing the issue/problem is formulated with reference to the impact of the decision on the unit and the broader system within which it operates.	Learner you need to be able to formulate, record and communicate the concept for implementation in your business unit.	Summative 2	Mentor to observe learner's learner's evidence that they have recorded and communicated the concept, e.g. emails, presentation documents, minutes of meetings, etc.
252026	4.2	Actions required to implement the decision in the unit are described with reference to activities, role players, resources and timelines.		Summative 2	
252026	4.3	Change processes that are required to support the implementation of the decision are described with reference to their impact on the success of the implementation of the decision.		Summative 2	
252026	4.4	The decision is communicated to relevant team members in the unit and other stakeholders who will be involved in its implementation in a user-friendly format.		Summative 2	



<b><i>Coach / Mentor Comment</i></b> This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.	<b>Coach /Mentor Signature</b>	<b>Learner Signature</b>	<b>Assessor Signature</b>	<b>Moderator Signature</b>
				

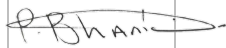


**ID 252021: Formulate recommendations for a change process**

<i>U. std</i>	<i>SO / AC (Reference)</i>	<i>Specific Outcomes and Assessment Criteria</i>	<i>Learner should be able to demonstrate/show understanding of the following</i>	<i>Activity to be Completed by Learner in the POE</i>	<i>Method Used to assess understanding</i>
Unsatisfactory <input type="checkbox"/>		Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>
<b>SO1: Demonstrate knowledge of an insight into the need for change within the context of environmental change.</b>					
252021	1.1	The nature of change and its impact on organisational sustainability are explained with reference to internal and external environmental change affecting a specific unit.	Learner you must be able to show understanding of the nature of change and its impact on organisational sustainability. You need to motivate the need for change by identifying the benefits of change for a unit.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"> <li>Learner was able to show understanding of the nature of change and its impact on organisational sustainability.</li> <li>Learner to motivate the need for change by identifying the benefits of change for a unit.</li> </ul>
252021	1.2	The need for change is motivated by identifying the benefits of change for a unit.		Summative 2	
Unsatisfactory <input type="checkbox"/>		Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>
<b>SO2: Analyse an area requiring the implementation of a change process.</b>					
252021	2.1	The need for change in a unit of an entity is identified in terms of the desired state compared with the current state.	Learner you must be able to identify the need for change in a unit of an entity in terms of the desired state compared with the current state. You need to be able to present the results of a SWOT or other suitable analysis to substantiate the argument in favour of a change process.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"> <li>Learner identified the need for change in a unit of an entity in terms of the desired state compared with the current state.</li> <li>Learner presented the results of a SWOT or other suitable analysis to substantiate the argument in favour of a change process.</li> </ul>
252021	2.2	The results of a SWOT or other suitable analysis are presented to substantiate the argument in favour of a change process.		Summative 2	
Unsatisfactory		Needs Improvement	Satisfactory	Excellent	Exceed Satisfactory

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO3: Select a model for implementing a change management process.					
252021	3.1	The characteristics of two change models are described with reference to their appropriateness for different change processes.	Learner you need to be able to demonstrate your understanding of the characteristics of two change models. You should be able to show understanding of the reasons for selecting the model.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"><li>Learner demonstrated your understanding of the characteristics of two change models.</li><li>Learner was able to show understanding of the reasons for selecting the model.</li></ul>
252021	3.2	The reasons for selecting the model are described with reference to the findings of the analysis.		Summative 2	
Unsatisfactory <input type="checkbox"/>	Needs Improvement <input type="checkbox"/>	Satisfactory <input type="checkbox"/>	Excellent <input type="checkbox"/>	Exceed Satisfactory <input type="checkbox"/>	
SO4: Formulate recommendations for implementing the change process.					
252021	4.1	The change management plan presented describes the changes to be implemented in relation to the needs identified in the SWOT analysis.	Learner you need to be able to present the change management plan the changes to be implemented in relation to the needs identified in the SWOT analysis.	Summative 2	Mentor to observe learner's conducting the following activities: <ul style="list-style-type: none"><li>Learner presented the change management plan the changes to be implemented in relation to the needs identified in the SWOT analysis.</li><li>Learner ensured that the actions proposed for managing the anticipated human responses to the change process are appropriate to the findings of the SWOT analysis.</li><li>Learner was able to show understanding of the role and competencies of the change leader responsible for facilitating the dynamics of the change process.</li></ul>
252021	4.2	The actions proposed for managing the anticipated human responses to the change process are appropriate to the findings of the SWOT analysis.	You should ensure that the actions proposed for managing the anticipated human responses to the change process are appropriate to the findings of the SWOT analysis.	Summative 2	
252021	4.3	The role and competencies of the change leader responsible for facilitating the dynamics of the change process are motivated in relation to the proposed change process.	You need to show understanding of the role and competencies of the change leader responsible for facilitating the dynamics of the change process.	Summative 2	



<b><i>Coach / Mentor Comment</i></b> This section is compulsory, and must include positive, constructive feedback to the learner in the subject matter area being addressed.	<b>Coach /Mentor Signature</b>	<b>Learner Signature</b>	<b>Assessor Signature</b>	<b>Moderator Signature</b>
				



## FEEDBACK REPORT

**Instruction to Mentor:** Complete the workplace performance report below as an overall outcome to all the above activities. Rate the learner based on the interactions. A true and honest reflection is important to ensure the learner is not mis-guided and or mis-represented.

### ***WORKPLACE Performance scale FEEDBACK ON LEARNER***

Scale			
1= Below Expectations			
2= Meets Expectations			
3= Exceed Expectations			
Behavioural Attributes	1	2	3
Quality and quantity of work:			
Punctuality:			
Communication skills:			
Interrelationship with staff members:			
Problem solving:			
Overall Comments by Supervisor/Mentor:			
Mentor/Supervisor's Signature:		Date:	





## GENERAL COMMENTS FROM LEARNER

**Instructions to learner:** Complete the following section to reflect your daily duties and or major tasks and activities that you complete daily/monthly. Make special reference to communication tasks, how you communicate and what methods are generally used in your workplace.

