



National Certificate: Generic Management

SAQA ID: 59201 LP 74512

NQF Level:

Credits: 162

Purpose of this qualification is to enable learners to manage first line managers in an organisational entity. First line managers may include team leaders, supervisors, junior managers, section heads and foremen. The focus of this qualification is to enable learners to develop competence in a range of knowledge, skills, attitudes and values including:

- Initiating, developing, implementing and evaluating operational strategies, projects and action plans, and where appropriate, recommending change within teams and/or the unit so as to improve the effectiveness of the unit.
- Monitoring and measuring performance and applying continuous or innovative improvement interventions in the unit in order to attain its desired outcomes, including customer satisfaction, and thereby contributing towards the achievement of the objectives and vision of the entity.
- Leading a team of first line managers, by capitalising on the talents of team members and promoting synergistic interaction between individuals and teams, to enhance individual, team and unit effectiveness in order to achieve the goals of the entity.
- Building relationships using communication processes both vertically and horizontally within the unit, with superiors and with stakeholders across the value chain to ensure the achievement of intended outcomes.
- Applying the principles of risk, financial and knowledge management and business ethics within internal and external regulatory frameworks to ensure the effectiveness and sustainability of the unit.
- Enhancing the development of teams and team members through facilitating the acquisition of skills, coaching, providing career direction, and capitalising on diversity in the unit.

Qualification Unit Standards

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
1	252044	Apply the principles of knowledge management	5	6	<ul style="list-style-type: none"> • Demonstrate knowledge and understanding of the concepts and components of knowledge management. • Analyse a unit according to the entity's knowledge management policies and procedures. • Develop a knowledge management implementation plan for a unit.
2	252037	Build teams to achieve goals and objectives	5	6	<ul style="list-style-type: none"> • Demonstrating knowledge of and insight into the theory of teams and the importance of teams in workplace activities. • Applying the theory of teams to team dynamics. • Explaining the process of building teams. • Analysing the role of team leader in promoting team effectiveness. • Evaluating the effectiveness of a team and propose ways to improve team effectiveness.
3	252020	Create and manage an environment that promotes innovation	5	6	<ul style="list-style-type: none"> • Analysing own unit in terms of opportunities for innovation. • Demonstrating understanding of the techniques that promote creativity. • Developing a plan for creating an environment conducive to innovation. Leading a team through a creative thinking process.
4	252032	Develop, implement and evaluate an operational plan	5	8	<ul style="list-style-type: none"> • Developing an operational plan for a unit. • Implementing an operational plan. • Monitoring, measuring and evaluating the achievement of goals and objectives.
5	252027	Devise and apply strategies to establish and maintain workplace relationships	5	6	<ul style="list-style-type: none"> • Liaising and networking with internal and external stakeholders. • Devising and applying a strategy to establish constructive relationships with team members in a unit. • Devising and applying a strategy to establish constructive relationships with managers. • Identifying and minimising personal conflict in the workplace.
6	252021	Formulate recommendations for a change process	5	8	<ul style="list-style-type: none"> • Demonstrating knowledge of and insight into the need for change within the context of environment change. • Analysing an area requiring a change process. • Selecting a model for implementing a change management process. • Formulating recommendations on implementing the change process.

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7	252029	Lead people development and talent management	5	8	<ul style="list-style-type: none"> Analysing education, training and development needs of members of a unit. Recording the results of the training needs analysis. Compiling a people development plan for a work unit. Managing the implementation of a people development plan for a unit.
8	252043	Manage a diverse work force to add value	5	6	<ul style="list-style-type: none"> Demonstrating knowledge and understanding of diversity in the workplace. Demonstrate understanding of the reality of diversity & value in a unit. Managing team members considering similarities and differences. Dealing with disagreements and conflicts arising from diversity in a unit.
9	252034	Monitor and evaluate team members against performance standards	5	8	<ul style="list-style-type: none"> Formulating performance standards for team members in a unit. Establishing systems for monitoring performance of team members. Preparing for a performance review of a team member. Conducting performance review interview.
10	252025	Monitor, assess and manage risk	5	8	<ul style="list-style-type: none"> Demonstrating an understanding of business processes and potential risks to a unit. Identifying potential risks and assessing the impact thereof in a unit. Developing contingency plans for managing risk. Testing and revising contingency plans.
11	252035	Lead people development and talent management	5	8	<ul style="list-style-type: none"> Analysing education, training and development needs of members of a unit. Recording the results of the training needs analysis. Compiling a people development plan for a work unit. Managing the implementation of a people development plan for a unit.
12	120300	Analyse leadership and related theories in a work context	5	8	<ul style="list-style-type: none"> Explaining the concept of leadership. Differentiating between leadership and management. Analysing and comparing leadership theories. Applying the different roles and qualities of leadership in a work context.
13	252026	Apply a systems approach to decision making	5	6	<ul style="list-style-type: none"> Applying critical and analytical skills to analyse an issue or problem. Engage with stakeholders in analysing the issue/problem and developing solutions. Selecting feasible solutions through a systems approach. Formulating and communicating the decision

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14	252036	Apply mathematical analysis to economic and financial information.	5	6	<ul style="list-style-type: none"> Using mathematical techniques to collect and organise data. Applying mathematical analysis to calculate and represent financial and economic data. <p>Applying mathematical analysis to indicate economic relationships.</p>
15	252042	Apply the principles of ethics to improve organisational culture	5	5	<ul style="list-style-type: none"> Demonstrating understanding of the relationship between values, ethics and organisational culture and its impact on achieving goals and objectives. Applying the concept of corporate ethics to a unit. Analysing the unit in relation to the principles of corporate ethics. <p>Formulating recommendations for promoting organisational values, the code of conduct and ethical practices within a unit and entity.</p>
16	252022	Develop, implement and evaluate a project plan	5	8	<ul style="list-style-type: none"> Selecting a work-based project for a unit. Scoping a work-based project for a unit. Developing a project plan. Developing tools to measure key performance parameters. <p>Implementing the plan and evaluate project progress.</p>
17	252040	Manage the finances of a unit	5	8	<ul style="list-style-type: none"> Demonstrate an understanding of the key concepts of managerial finance. Interpreting financial statements. Drafting financial forecasts. Drafting budgets according to operational plans of the unit. Supervising the financial management of a unit against given requirements.
18	12433	Use communication techniques effectively	5	8	<ul style="list-style-type: none"> Discuss and explain a range of written and oral communication techniques used in the workplace Lead discussions and chair meetings Generate a variety of workplace reports using various data gathering techniques Deliver presentations
19	264395	Formulate a strategy and an implementation plan for a function	6	6	<ul style="list-style-type: none"> Analyse the value-add of the function within the value chain of the entity. Select the most viable strategic initiative/s for the function. Formulate an integrated strategy for the function. Implement the implementation plan for the strategy. Develop a scorecard for measuring the implementation of the strategy

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19	264395	Formulate a strategy and an implementation plan for a function	6	6	<ul style="list-style-type: none"> Analyse the value-add of the function within the value chain of the entity. Select the most viable strategic initiative/s for the function. Formulate an integrated strategy for the function. Implement the implementation plan for the strategy. Develop a scorecard for measuring the implementation of the strategy.
20	264398	Evaluate and plan the role of self as leader in a function	6	5	<ul style="list-style-type: none"> Develop the vision for the function. Describe the leader's role within the function in relation to the vision. Improve own leadership within the function.
21	264400	Apply the principles of corporate governance and ethics in a function	6	5	<ul style="list-style-type: none"> Determine own accountability in respect of corporate governance. Develop processes for operationalising the corporate governance policy of the entity within the function. Evaluate the adherence to corporate governance in the function. Develop a plan to improve compliance to corporate governance.
22	264403	Apply problem-solving techniques to make decisions on a multi-faceted problem	6	5	<ul style="list-style-type: none"> Apply problem solving techniques to analyse a situation. Define a multi-faceted problem in the function. Diagnose the source/s or cause/s of the problem. Generate several possible solutions and motivate the preferred option.
23	264408	Manage and improve communication processes in a function	6	3	<ul style="list-style-type: none"> Establish communication processes to promote positive relationships within the policies and procedures of the entity. Evaluate the effectiveness of the communication processes. Recommend improvements to the effectiveness of communication processes.
24	264409	Use negotiation in multi-faceted situations to achieve the objectives of a function	6	5	<ul style="list-style-type: none"> Demonstrate an understanding of the theoretical aspects regarding negotiation. Determine the objectives of the negotiation. Develop a negotiation strategy. Formulate a course of action.
25	264416	Appraise, develop and retain human capital for a function	6	6	<ul style="list-style-type: none"> Develop a human capital plan for the nurturing and retention of staff. Appraise the performance of employees. Develop an action plan to address identified performance gaps and development needs. Develop an implementation plan for the action plan.

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26	15214	Recognise areas in need of change, make recommendations and implement change in the team, department or division	5	3	<ul style="list-style-type: none"> • Recognise areas in need of change. • Make recommendations for change. • Implement change.
27	15219	Develop and implement a strategy and action plans for a team, department or division	5	4	<ul style="list-style-type: none"> • Develop a strategy for the department/division/section. • Develop action plans for the department/division/section. • Implement action plans. • Review action plans.