

Unit standards for New Zealand Business qualifications

Unit standards support material

This unit standards support material (usm) was developed to support the use of unit standards developed for assessment for the New Zealand Business qualifications.

Each set of standards covers all the outcomes for the relevant qualification.

The unit standards were developed by representative panels of stakeholders to reflect the content of the new qualifications, to enable standards-based assessment for all graduate profile outcomes in the qualification. See below for a more detailed discussion on this area.

This usm document assumes knowledge of the qualifications themselves, as set out in the qualifications support material (qsm) document at <http://www.nzqa.govt.nz/qualifications-standards/qualifications/business-qualifications/>. It is therefore strongly recommended that if you intend to use these unit standards, you should familiarise yourself with the relevant qualification(s) **and** the qsm document.

This usm is intended to be a living document and will be updated as required. Suggestions and comment are [invited](#).

The unit standards, listed under the qualification for which they were developed

Note: the qualifications are listed with reference number, suggested code, and title

Level 3

2452 BAT3 NZCB (Administration and Technology) (Level 3)

ID	Title	Level	Credit
29024	Provide business administration support using business technology	3	15
29025	Obtain, communicate, and reproduce business information using business technology	3	15
29026	Process data to produce information for business purposes	3	15
29027	Produce business documents using software applications	3	15

2453 ITL3 NZCB (Introduction to Team Leadership) (Level 3)

ID	Title	Level	Credit
29041	Apply principles for effective performance within a team	3	23
29042	Develop objectives for a team	3	15
29043	Describe and compare different styles of team leadership for a business entity	3	10

2454 SB3 NZCB (Introduction to Small Business) (Level 3)

ID	Title	Level	Credit
29055	Identify business opportunities	3	15
29056	Produce an establishment plan for a small business opportunity	3	30
29057	Assess the feasibility and viability of a potential small business opportunity (All three jointly replaced 1989 and 1990)	3	15

Level 4**2455 ASS4 NZCB (Accounting Support Services) (Level 4)**

ID	Title	Level	Credit
29010	Apply the elements of accounting to support a business entity	4	15
29011	Prepare tax returns for a business entity	4	10
29012	Manage accounts payable and receivable for a business entity (Replaces 11610 and 11611)	4	13
29013	Prepare payroll for a business entity	4	12

2456 FLM4 NZCB (First Line Management) (Level 4)

ID	Title	Level	Credit
29039	Manage a team to contribute to a business entity's objectives	4	35
29040	Manage work flows	4	25

2457 SB4 NZCB (Small Business) (Level 4)

ID	Title	Level	Credit
29058	Develop a business plan for a small business	4	15
29059	Manage operations for a small business	4	30
29060	Manage staff and human resource processes for a small business	4	15

2461 BAT4 NZCB (Administration and Technology) (Level 4)

ID	Title	Level	Credit
29029	Provide administrative services using business technology and systems	4	20
29030	Produce business information using data processing tools	4	20
29031	Produce business documents using advanced features and functions of software applications	4	20

2462 PM4 New Zealand Certificate in Project Management (Level 4)

ID	Title	Level	Credit
30358	Support the initiation of a project	4	12
30359	Support the planning of a project	4	15
30360	Support the execution, and monitoring and control of a project	4	15
30361	Support the closing of a project	4	8
30362	Lead aspects of a project(s) under broad guidance	4	10

Level 5**2459 NZDB5 NZDB (with strands in Accounting, Administration and Technology, Human Resource Management, Leadership and Management, Marketing and Sales, and Project Management) (Level 5)****Compulsory Core**

ID	Title	Level	Credit
29048	Apply business knowledge for operational objectives in a business entity	5	20
29049	Contribute to innovation and organisational change in operational contexts	5	28
29050	Analyse the impact(s) of internal and external influences, and assess their consequence(s) for a business entity (Replaced 27763)	5	12

Accounting strand

ID	Title	Level	Credit
29014	Apply accounting principles and practices for a business entity (Replaced 11622 and 25939)	5	22
29015	Analyse and communicate financial information, and evaluate and minimise financial risk for a business entity	5	23
29016	Apply tax rules for individuals and small businesses	5	5
29017	Prepare budgets and monitor business performance against budgets for a business entity (Replaced 11620 and 25941)	5	10

Administration and Technology strand

ID	Title	Level	Credit
29032	Manage administrative services	5	25
29033	Analyse and evaluate administration systems and processes	5	15
29034	Research business technology to support an identified business need	5	10
29035	Manage user support for business technology	5	10

Leadership and Management strand

ID	Title	Level	Credit
29044	Lead and manage people to achieve a business entity's operational objectives	5	35
29045	Manage business activities to achieve a business entity's operational objectives	5	25

Project Management strand

ID	Title	Level	Credit
30363	Manage the initiation of a project	5	12
30364	Develop a project management plan	5	20
30365	Execute, and monitor and control a project	5	20
30366	Close a project	5	8

Unit standards for the **Human Resource Management** and **Marketing and Sales** strands will be developed in 2018.

Level 6**2460 NZDB6 NZDB (with strands in Accounting, Administration and Technology, Human Resource Management, Leadership and Management, Māori Business and Management, Marketing and Sales, and Real Estate) (Level 6)****Compulsory Core**

ID	Title	Level	Credit
29051	Apply business knowledge for strategic objectives in a business entity	6	12
29052	Contribute at a strategic level to innovation and organisational change within a business entity	6	20
29053	Design and develop strategic objectives for a business entity	6	18
29054	Develop strategies for managing the impact of environmental factors and their effect(s) on the entity's performance	6	10

Accounting strand

ID	Title	Level	Credit
29020	Evaluate and use management accounting information for a business entity (Replaced 25940)	6	10
29018	Prepare financial reports for companies and comply with ethical requirements	6	12
29019	Analyse and communicate financial and non-financial information for strategic decision-making for a business entity	6	8
29021	Integrate business finance techniques for a business entity	6	10
29022	Evaluate and use accounting information systems for a business entity	6	10
29023	Apply tax rules to New Zealand business entities	6	10

Administration and Technology strand

ID	Title	Level	Credit
29036	Evaluate and recommend new business technology to improve performance and productivity for a business entity	6	15
29037	Lead people to achieve business administration goals	6	20
29038	Manage and coordinate business administration systems and processes	6	25

Leadership and Management strand

ID	Title	Level	Credit
29046	Lead and manage people to achieve a business entity's strategic goals	6	30
29047	Manage business activities to achieve a business entity's strategic goals	6	30

Unit standards for the **Human Resource Management** and **Marketing and Sales** strands will be developed in 2018.

Notes:

- While replacement relationships have been identified for some of these unit standards, especially Accounting, this analysis has yet to occur for the Administration and Technology standards.
- It is not proposed to develop unit standards for New Zealand Certificate in Workplace Relations (Union Representative) (Level 3) [Ref: 2463].
- For information about unit standards for the Māori Business and Management qualification and level 6 strand:

2712 New Zealand Certificate in Business (Māori Business and Management) (Level 5)

2460 New Zealand Diploma in Business (Accounting, Administration and Technology, Human Resource Management, Leadership and Management, **Māori Business and Management**, Marketing and Sales, and Real Estate) (Level 6) contact Māori Qualifications Services at mqs@nzqa.govt.nz.

The unit standards were developed as assessment tools for the new NZ Business qualifications, and so they reflect entirely the content of the qualifications themselves, including conditions. The development of the qualifications was based on a robust and comprehensive needs analysis (<http://www.nzqa.govt.nz/qualifications-standards/qualifications/business-qualifications/review-of-business-qualifications/>), and so reflect real, practical skills and knowledge that are relevant to the wide variety of business entities within New Zealand.

Qualifications Conditions**Real/realistic context**

For this reason the qualifications, and therefore also the unit standards, allow flexibility of context to reflect this wide relevance: the context must be a real or realistic business entity with, in turn, real or realistic business requirements, which contribute to the criteria against which assessment takes place. A business entity is defined in a way that is very inclusive.

Almost all the unit standards include this explanatory note:

Assessment must be conducted in the context of a real or realistic business entity, and in light of the requirements of that entity. A *business entity* can be an organisation, or a commercial or other enterprise, not necessarily for profit, and can be a discretely managed business unit within a larger organisation.

The requirements of the entity refers to how the entity is organised, how it operates, and how it meets its objectives. The requirements must include meeting the requirements of all relevant legislation and will address such areas as the entity's:

- purpose and goals/objectives,
- future development,
- external operating environment including legislation,
- internal processes, accountabilities, and relationships.

The requirements of the entity provide evidence for this unit standard.

The entity/entities and their requirements must be sufficiently complex to enable demonstration of the full range of competence for achievement of the outcome, and to meet the descriptors for level *[insert level of the unit standard]* in the NZQF Level Descriptors, at the end of document *The New Zealand Qualifications Framework* available at <http://www.nzqa.govt.nz/assets/Studying-in-NZ/New-Zealand-Qualification-Framework/requirements-nzqf.pdf>.

In brief, there cannot be just one set of assessment criteria that is relevant to the wide variety of business contexts envisaged by the qualifications. Instead, the qualifications are based on the principle that skills and knowledge validated in one real/realistic context can be effectively transferred into another context. Candidates will therefore be assessed in the context of a specific real/realistic entity and its requirements.

For example, in relation to unit standard 29011, Prepare tax returns for a business entity, it is entirely appropriate to use a not-for-profit entity as the context; in which case there will be no requirement to prepare an income-tax return for the entity – but PAYE, GST, and relevant other returns will still be required, and the central competence of preparing tax returns will nevertheless be assessed.

The requirements of the business entity that is the context for the assessment, therefore, are very important and **must** be real or **must** closely approximate reality. They must also align with the level of the unit standard – it would not be appropriate for example, to use a small team-based project as the context for unit standard 29044 (Lead and manage people to achieve a business entity's operational objectives), level 5.

Programmes which reference unit standards as assessment instruments must address all conditions and requirements of the qualifications: for example, that people can operate in a “bi- and multi-cultural” environment is an expectation in the qualifications’ purpose statements (and will therefore need to guide the development of simulated/realistic contexts) but is not an assessable outcome in itself – and so it is not included in the unit standards.

‘Soft skills’

Many of the unit standards also include this explanatory note:

People, affective, and cognitive skills have been included in this standard as evidence requirements. These skills must not be addressed separately, but as part of an integrated assessment with the technical skills.

While the unit standards relevant to a qualification address all the outcomes in the qualification, they do not do so explicitly.

The qualifications require that ‘soft skills’ be embedded not only in a real/realistic context but also in the context of the relevant technical skills. People, affective, and cognitive (‘soft’) skills must therefore not be assessed in isolation, but as part of an integrated assessment with a wider focus.

The unit standards therefore do not have separate outcomes for these soft skills, but rather integrate them as relevant as evidence requirements. The soft skills are thus assessed, but implicitly and in context.

This embedding of the soft skills has two effects that might at first seem surprising:

- the standards relevant to a qualification do indeed cover all the outcomes of that qualification, even if some of the qualification’s outcomes are not explicitly visible in the standards as outcomes
- while the credits for these standards might at first seem high, the credits include the coverage of the implicit and embedded soft skills outcomes. The credits for all the standards relevant to a qualification all add up to the credits for the qualification itself.

(Where there are no embedded soft skills in a standard, the above explanatory note does not appear, eg 29043.)

Comments about individual unit standards:

29039	Manage a team to contribute to a business entity's objectives	4	35
29040	Manage work flows	4	25

Both these standards include the following evidence requirement, where the only difference is in the range:

Assessment against existing entity criteria identifies a response required to achieve operational objectives, and the response is reported and/or implemented, in accordance with the requirements of the entity.

Range assessment could be of any ... which could be improved.

The intention is that a first-line manager (FLM) will be able to conduct an investigation into an aspect (people, process) not functioning as well as desired, and to identify and deal with a response. The FLM will conduct the investigation according to existing criteria – ie they will not need themselves to determine the criteria to be used.

Using this non-specific wording arises from the need to maintain the flexibility and wide relevance of the standard, in recognition of the same wide focus in the qualification.

Feedback

Feedback about the unit standards and usm is welcome at any time and can be sent to business.qualifications@nzqa.govt.nz.