



Accredited Provider  
The Skills College for Development and Training (Pty)Ltd.

## **Further Education & Training Certificate: Generic Management**

*Qualification ID 59201 – NQF 5; 162 Credits*

### **INTRODUCTION**

The primary purpose of the qualification is to provide learners with:

A person acquiring this qualification will be able 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 in order 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.

The skills, knowledge and understanding demonstrated within this qualification are essential for the creation of a talent pool of experienced and effective middle managers that represents the demographics of the South African society. This qualification will create a leadership cadre for the South African society throughout multiple industries and sectors both private and public.

### **Rationale:**

The National Certificate: Generic Management, NQF Level 5 forms part of a learning pathway of management qualifications across various sectors and industries. It is specifically designed to develop management competencies required by learners in any occupation, particularly those who manage first line managers. The qualification builds on the FETC: Generic Management and further develops the key concepts, principles and practices of management that will enable learners to lead, manage, organise and control first line managers and team leaders. The learners will typically be managers who have other junior managers or team leaders reporting to them. In smaller organisations or entities, the managers could primarily be responsible for managing the supervisors and staff within their section, division or business unit.

The scope of generic management covers five domains: leadership, managing the environment, managing relations, managing knowledge and the practice of management. This qualification addresses each of these domains with generic competencies, so that it allows learning programmes to be contextualised for specific sectors and industries. It reflects a similar design to the FETC: Generic Management, in that it provides opportunities for learners to transfer between various specialisations within management. This leads to the strengthening of management competencies and will enable managers at this level to manage successfully systems, processes, resources, managers and teams in their various occupations and contexts.

This qualification is further intended to empower learners to acquire the knowledge, skills, attitudes and values required to operate confidently as individuals in South African communities and to respond to the challenging economic environment and constantly changing world of work. Ultimately, this qualification is aimed at improving the effectiveness and leadership abilities of middle managers in various occupations in South Africa, in private and public business entities as well as non-governmental organisations. For this reason, the word 'entity' includes a company, business unit, public institution, small business or non-profit organisation..

### **Recognition of prior learning:**

The qualification can be achieved wholly or in part through recognition of prior learning in terms of the defined Exit Level Outcomes and/or individual unit standards.

Evidence can be presented in various ways, including international and/or previous national qualifications, products, reports, testimonials mentioning functions performed, work records, portfolios and/or performance records.

All such evidence will be judged in accordance with the general principles of assessment and the requirements for integrated assessment.

Access to the Qualification:

Access to the qualification is open keeping in mind the Learning Assumed to be in Place.

### **EXIT LEVEL OUTCOMES**

1. Initiate, develop, implement and evaluate operational strategies, projects and action plans so as to improve the effectiveness of the unit.
2. Monitor and measure performance and apply continuous or innovative improvement interventions in the unit.
3. Lead and manage a team of first line managers to enhance individual, team and unit effectiveness.
4. Build relationships with superiors and with stakeholders across the value chain.
5. Apply the principles of risk, financial and knowledge management and business ethics within internal and external regulatory frameworks.
6. Enhance the development of teams and team members.

Critical Cross-Field Outcomes:

The learner will be expected to demonstrate the ability to:

Identify and solve problems and make responsible ethical decisions within own scope of responsibility. Work effectively with others as a member of a team, group, organisation or community to achieve unit objectives.

Organise and manage oneself and one's activities responsibly and effectively to plan, lead, organise and control in order to achieve unit objectives.

Collect, organise and critically evaluate information in order to manage performance in the unit. Communicate effectively using visual, mathematics and language skills in the modes of oral and/or written presentations to lead a team of first line managers.

The learner will be required to demonstrate an understanding of the world as a set of related systems by managing others in multiple teams within a unit.

Be culturally and aesthetically sensitive across a range of social contexts in managing and interacting with diverse people in the workplace.

Use science and technology effectively in researching, recommending and implementing management solutions in the unit, showing responsibility towards the environment and health of others.

## TIME PERIOD

This Learnership can be presented over a period of 12 months. Contact sessions can be determined. This do not need to be 100% contact session based.

## THE FOLLOWING UNIT STANDARDS WILL BE COMPLETED:

	<b>ID</b>	<b>UNIT STANDARD TITLE</b>	<b>PRE-2009 NQF LEVEL</b>	<b>NQF LEVEL</b>	<b>CREDITS</b>
Core	<a href="#">252044</a>	Apply the principles of knowledge management	Level 5	Level TBA: Pre-2009 was L5	6
Core	<a href="#">252037</a>	Build teams to achieve goals and objectives	Level 5	Level TBA: Pre-2009 was L5	6
Core	<a href="#">252020</a>	Create and manage an environment that promotes innovation	Level 5	Level TBA: Pre-2009 was L5	6
Core	<a href="#">252032</a>	Develop, implement and evaluate an operational plan	Level 5	Level TBA: Pre-2009 was L5	8
Core	<a href="#">252027</a>	Devise and apply strategies to establish and maintain workplace relationships	Level 5	Level TBA: Pre-2009 was L5	6
Core	<a href="#">252021</a>	Formulate recommendations for a change process	Level 5	Level TBA: Pre-2009 was L5	8
Core	<a href="#">252029</a>	Lead people development and talent management	Level 5	Level TBA: Pre-2009 was L5	8
Core	<a href="#">252043</a>	Manage a diverse work force to add value	Level 5	Level TBA: Pre-2009 was L5	6
Core	<a href="#">252034</a>	Monitor and evaluate team members against performance standards	Level 5	Level TBA: Pre-2009 was L5	8
Core	<a href="#">252025</a>	Monitor, assess and manage risk	Level 5	Level TBA: Pre-2009 was L5	8
Core	<a href="#">252035</a>	Select and coach first line managers	Level 5	Level TBA: Pre-2009 was L5	8
Fundamental	<a href="#">120300</a>	Analyse leadership and related theories in a work context	Level 5	Level TBA: Pre-2009 was L5	8
Fundamental	<a href="#">252026</a>	Apply a systems approach to decision making	Level 5	Level TBA: Pre-2009 was L5	6

Fundamental	<a href="#">252036</a>	Apply mathematical analysis to economic and financial information.	Level 5	Level TBA: Pre-2009 was L5	6
Fundamental	<a href="#">252042</a>	Apply the principles of ethics to improve organisational culture	Level 5	Level TBA: Pre-2009 was L5	5
Fundamental	<a href="#">252022</a>	Develop, implement and evaluate a project plan	Level 5	Level TBA: Pre-2009 was L5	8
Fundamental	<a href="#">252040</a>	Manage the finances of a unit	Level 5	Level TBA: Pre-2009 was L5	8
Fundamental	<a href="#">12433</a>	Use communication techniques effectively	Level 5	Level TBA: Pre-2009 was L5	8
Elective	<a href="#">114212</a>	Explain the impact of organisational wellness on a business environment and indicate a strategy for a business unit	Level 4	NQF Level 04	3
Elective	<a href="#">252033</a>	Demonstrate ways of dealing with the effects of dread diseases and in particular HIV/AIDS	Level 5	Level TBA: Pre-2009 was L5	8
Elective	<a href="#">15224</a>	Empower team members through recognising strengths, encouraging participation in decision making and delegating tasks	Level 5	Level TBA: Pre-2009 was L5	4
Elective	<a href="#">114226</a>	Interpret and manage conflicts within the workplace	Level 5	Level TBA: Pre-2009 was L5	8
Elective	<a href="#">15230</a>	Monitor team members and measure effectiveness of performance	Level 5	Level TBA: Pre-2009 was L5	4
Elective	<a href="#">12140</a>	Recruit and select candidates to fill defined positions	Level 5	Level TBA: Pre-2009 was L5	9