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# ENTREPRENEURSHIP

## Competency Standards

National Vocational  
Certificate Level 3-5

Version 1 - February 2020



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**Document Version**

February, 2020

**Islamabad, Pakistan**

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## **INTRODUCTION**

An entrepreneur is a change agent who creates the new scope of business comprising of time, cost, and quality. One that acts as an industrialist and undertakes the risk associated with forming the business for commercial use. An entrepreneur has an unusual foresight to identify the potential demand for the goods and services. Entrepreneur has diverse personal characteristics. The only thing that is common is their willingness to take risks with surety of profitable outcomes. Entrepreneur's failures are the ultimate move towards successful businesses.

The person is able to plan and structure the work process according to the technical requirements and the company structure. He performs basic operations as per production requirements. An entrepreneur follows the relevant technical regulations and standards of the trade as well as health and safety regulations. Their work is always guided by environmental and economic aspects.

The role of an entrepreneur is perfect for focused individuals who have tendency of attending to details and work with perfection. The characteristics of a successful entrepreneur includes taking risks, innovation, problem solving, organisational skills, communication and leadership.

The SMEs are the building blocks of an economy. It is need of the time to create employers rather producing employees. This program enables society to move towards the rising trend of entrepreneurship. Entrepreneurs have the ability to create new market, thereby improving the economy. Being cognizant of this fact, National Vocational & Technical Training Commission (NAVTTTC) developed competency standards for Entrepreneurship under National Vocational Qualifications Framework (NVQF). These competency standards have been developed by a Qualifications Development Committee (QDC) and validated by the Qualifications Validation Committee (QVC) having representation from the leading services and manufacturing organizations of the country.

## **PURPOSE OF THE QUALIFICATION**

The purpose of these qualifications is to set high professional standards for entrepreneurship trade. The specific objectives of developing these qualifications are as under:

- Improve the personal and professional competence
- Provide opportunities for recognition of skills attained through formal or informal pathways
- Improve the quality and effectiveness of training and assessment
- Provide opportunities to reduce unemployment ratio through aforesaid skills set
- Promote culture of entrepreneurship in the country
- Enable the existing workforce to initiate their own businesses
- Increase employment opportunities through new business start-ups

## **DATE OF VALIDATION**

The National vocational qualification Level 3-5 on Entrepreneurship has been validated by the Qualifications Validation Committee on March 9 -10, 2020.

## **CODE OF QUALIFICATION**

The International Standard Classification of Education (ISCED) is a framework for assembling, compiling and analysing cross-nationally comparable statistics on education and training. ISCED codes for these qualifications are assigned as follows;

<b>QUALIFICATION TITLE</b>	<b>CODE</b>
National Vocational Qualification Level-3 in Entrepreneurship	0413ENT01
National Vocational Qualification Level-4 in Entrepreneurship	0413ENT02
National Vocational Qualification Level-5 in Entrepreneurship	0413ENT03



## ENTRY REQUIREMENTS

The entry for National Vocational Certificate level 3-5, in Entrepreneur are given below:

QUALIFICATION TITLE	ENTRY REQUIREMENTS
National Vocational Qualification Level-3 in Entrepreneurship	The entry requirement for this qualification is National Vocational Qualification Level-2 in any trade, or Matriculation, or equivalent. The entry for assessment of this qualification is not specified.
National Vocational Qualification Level-4 in Entrepreneurship	The entry requirement for this qualification is National Vocational Qualification Level-3 in Entrepreneurship. The entry for assessment of this qualification is not specified.
National Vocational Qualification Level-5 in Entrepreneurship	The entry requirement for this qualification is National Vocational Qualification Level-4 in Entrepreneurship. The entry for assessment of this qualification is not specified.

## QUALIFICATIONS DEVELOPMENT COMMITTEE

The Qualifications Development Committee consisted of following members:

Sr. No.	NAME	DESIGNATION & ORGANIZATION
1.	Professor. Fazal Ur Rehman	Associate Professor. KP-TEVTA
2.	Usawal Zada	CEO, Conversion Elevation
3.	Sikandar Ali Khan	Business Trainer
4.	Fahad Aslam Khokhar	Freelance Trainer
5.	Imran Khan	Production. Manager, Hadeed Enterprise
6.	Faiza Qamar	Assistant Professor & Head of BIC, Jinnah University for Women
7.	Dr. Ayesha Mohyuddin	Associate Prof. University of Management and Technology
8.	Mr. Irfan Jarral	Director, PITAC
9.	Dr. Hassnain Javed	Advisor, PITAC
10.	Dr. Fariha Gul	Associate Prof. University of Management and Technology
11.	Dr. Amna Yousaf	Associate Prof. University of Management and Technology
12.	Dr. M. Amir Hashmi	Chairman technical education, Associate Professor

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		Punjab University
13.	Zobia kanwal	Research Associate, Entrepreneurial training and development department
14.	Amna Sadaf	Chairperson, Entrepreneurial Alliances
15.	M. Ejaz	CEO, Zain Engineering Company pvt
16.	Shaiyanne Malik	CEO, Samanzar
17.	Nazzir Khan Niazi	Chairman PBT/ Chairman CCDTE
18.	Faqir Muhammad Kayfi	Secretary PBT/ CCDTE
19.	M. Naeem Akhtar	Senior Technical Advisor
20.	Muhammad Yasir	Deputy Director (Skills Standard & Curricula), NAVTTC
21.	Muhammad Ishaq	Deputy Director (HR), NAVTTC
22.	Muhammad Salman Butt	Executive Director, Espire Consultant
23.	Munazza Tanveer	Freelance Consultant

## QUALIFICATIONS VALIDATION COMMITTEE

The Qualifications Validation Committee consisted of following members:

Sr. No.	Name	Designation & Organization
1.	Professor. Fazal Ur Rehman	Associate Professor. KP-TEVTA
2.	Shaiyenne Malik	CEO, Samanzar
3.	Amna Sadaf	Chairperson, Entrepreneurial Alliances
4.	M. Ejaz	CEO, Zain Engineering Company pvt
5.	Sikandar Ali Khan	Business Trainer
6.	Fahad Aslam Khokhar	Freelance Trainer
7.	Imran Khan	Production. Manager, Hadeed Enterprise
8.	Hood Laeeq	Research officer, Office of research innovation and commercialization
9.	Mr. Tanveer Sohail	Instructor, VTI (PVTC)
10.	Mr Bilal Asghar	Principal. VTI (PVTC)
11.	Nazzir Khan Niazi	Chairman PBT/ Chairman CCDTE
12.	Faqir Muhammad Kayfi	Secretary PBT/ CCDTE
13.	Muhammad Yasir Ejaz	Deputy Manager Training, PVTC
14.	Syed Athar Masood	Principal, VTIGT, PVTC

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15.	Saboor Khalid	Principal, VTI, PVTC
16.	Muhammad Salman Butt	Executive Director, Espire Consultant
17.	Munazza Tanveer	Freelance Consultant
18.	Sabeel Asghar Kiani	Technical Advisor, TVET Sector Support Programme
19.	Muhammad Naeem Akhtar	Senior Technical Advisor, TVET Sector Support Programme

## **REGULATIONS FOR THE QUALIFICATION AND SCHEDULE OF UNITS**

- Companies Ordinance, 1984
- The Companies Act, 2017
- Seventh Schedule to the Companies Act, 2017
- The Limited Liability Partnership Act, 2017
- Single Member Companies Rule, 2003
- Income Tax Ordinance, 2001
- Sales Tax Act, 1990, on sale and supply of goods and on the goods imported into Pakistan
- The Islamabad Capital Territory (Tax on Services) Ordinance, 2001
- Punjab Sales Tax on Services (Enforcement) Rule, 2014
- Punjab Sales Tax Ordinance 2000
- Punjab Revenue Act, 2012
- The Sindh Sales Tax on Services (amendment) Act, 2018. (Sindh Act No. VII of 2018)
- The Sindh Companies Profits (Workers Participation) Act, 2017 (Sindh Act No. XXIII of 2017)
- KPRA Sales Tax on Services Regulation, 2017
- Khyber Pakhtunkhwa Sales Tax on Services Special Procedure (Transportation or Carriage of Petroleum Oils through Oil Tankers) Regulation, 2018
- Balochistan Sales Tax on Services Rules, 2018
- Balochistan Sales Tax Special Procedure (Withholding) Rules, 2018
- Balochistan Sales Tax Act, 2015

## CATEGORIZATION AND LEVELLING OF THE COMPETENCY STANDARDS

Code	Competency Standards	Level	Credits	Category
061100857	Apply computer skills at workplace	3	20	General
0413ENT01A	Communicate effectively at workplace	3	5	General
0413ENT01 B	Identify Business Opportunities	3	15	Technical
0413ENT01 C	Identify key resources available for business	3	7	Technical
0413ENT01 D	Develop elementary business plan	3	17	Technical
0413ENT01 E	Set up a micro business	3	5	Technical
0413ENT01 F	Practice business ethics	3	11	General
061100858	Apply advance computer skills for business	4	18	General
0413ENT02 A	Develop a formal business plan	4	42	Technical
0413ENT02 B	Set up a business	4	15	Technical
0413ENT02 C	Initiate business activities	4	36	Technical

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0413ENT02 D	Lead small teams	4	15	Functional
0413ENT02 E	Plan and organize work	4	16	Functional
0413ENT02 F	Ensure Quality of Products/Services	4	18	Functional
0413ENT03 A	Lead workplace communication	5	18	General
0413ENT03 B	Manage human resources	5	20	Technical
0413ENT03 C	Manage marketing activities	5	20	Technical
0413ENT03 D	Manage finances	5	25	Technical
0413ENT03 E	Manage business performance	5	26	Technical
0413ENT03 F	Comply to business regulations	5	15	Functional
0413ENT03 G	Mitigate Risks to Business	5	19	Technical
0413ENT03 H	Manage stakeholders	5	17	Technical



## PACKAGING OF QUALIFICATIONS

The national vocational qualifications are packaged as per following:

<b>National Vocational Qualification Level-5 in Entrepreneurship</b>
Manage stakeholders
Mitigate Risks to Business
Comply to business regulations
Manage business performance
Manage finances
Manage marketing activities
Manage human resources
Lead workplace communication
<b>National Vocational Qualification Level-4 in Entrepreneurship</b>
Ensure Quality of Products/Services
Plan and organize work
Lead small teams
Initiate business activities
Set up a business
Develop a formal business plan
Apply advance computer skills for business
<b>National Vocational Qualification Level-3 in Entrepreneurship</b>
Practice business ethics
Set up a micro business
Develop elementary business plan
Identify key resources available for business
Identify Business Opportunities
Communicate effectively at workplace
Apply computer skills at workplace

## 061100857 Apply computer skills at workplace

### Overview

This Competency Standard identifies the competencies required to apply computer skills at workplace. This section is crafted to develop knowledge and skills required to apply computer skills at workplace. The content will be useful for learners who want to perform a range of routine tasks in the workplace using a fundamental knowledge of spreadsheets, Microsoft office and computer graphics in under direct supervision or with limited responsibility.

Competency Units	Performance Criteria
CU1. Use internet for browsing business information	P1. Search work related information on different topics using internet P2. Navigate a website to access the information or content required P3. Save the searched information on computer in relevant folder using prescribed name style P4. Print the document in prescribed style and color
CU2. Prepare In-page documents as per required information	P1. Set keyboard preferences according to information requirements P2. Layout Page according to information requirements P3. Summarize features, benefits and key information of the business information P4. Make the document presentable to interested parties by using prescribed color and font scheme P5. Save the document in relevant folder using prescribed name style P6. Print the document in prescribed style and color

<p>CU3. Prepare word documents on relevant business information</p>	<p>P1. Write a word document related to business information using prescribed basic styles and format</p> <p>P2. Summarize features, benefits and key information of the business information</p> <p>P3. Make the document presentable to interested parties by using prescribed color and font scheme</p> <p>P4. Save the document in relevant folder using prescribed name style</p> <p>P5. Print the document in prescribed style and colour</p>
<p>CU4. Prepare spreadsheets on relevant business information</p>	<p>P1. Prepare a spreadsheet related to business information using prescribed basic styles and format</p> <p>P2. Enter the business information in the spreadsheet and apply basic calculations to generate desired results</p> <p>P3. Generate tables, graphs and charts to make the data presentable for interested parties</p> <p>P4. Save the document in relevant folder using prescribed name style</p> <p>P5. Print the document in prescribed style and colour</p>
<p>CU5. Prepare presentations on relevant business information</p>	<p>P1. Select a presentation template, customize if needed, and prepare a presentation on business information</p> <p>P2. Insert / develop tables, graphs and charts on business information</p> <p>P3. Use animation and transition tools to organize the presentation so that business information is presented in correct sequence and time, and is easy to understand for interested parties</p> <p>P4. Make the presentation self-explanatory by using images, videos and other graphic tools</p> <p>P5. Save the document in relevant folder using prescribed name style</p>

	<p>P6. Print the document in prescribed style and colour</p> <p>P7. Set-up the presentation on an external display device and adjust the settings/format of presentation to match the display settings</p>
<p>CU6. Communicate business information via email</p>	<p>P1. Make email account for business communication</p> <p>P2. Compose text of an email message according to organizational guidelines as required</p> <p>P3. Create an automatic signature for the user</p> <p>P4. Attach files to email message where required</p> <p>P5. Send email message with relevant attachments to intended recipients</p> <p>P6. Open and save a received email message on computer along with the attachments in relevant folder using prescribed name style</p> <p>P7. Adjust email accounts to restrict and quarantine possible email security problems</p> <p>P8. Print the email messages in prescribed style and colour</p>

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Search engines and their uses
- Basic technical terminology related to reading help files and prompts
- Effect of formatting and appearance on the readability and usability of spreadsheets
- Log-in procedures relating to accessing a personal computer (PC)
- Purpose, use and function of spreadsheet applications.
- MS Word to create documents, flyers, publications

- MS PowerPoint to create presentations
- MS Excel to store, organize, and manipulate data
- In-page to create documents, flyers, publications
- Outlook to manage email and calendars, to do lists, and contacts
- Communications skills required to generate professional documents and emails
- Procedures of saving and printing documents

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to apply computer skills at workplace.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to apply computer skills at workplace. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT01A Communicate effectively at workplace

### Overview

This Competency Standard identifies the competencies required to communicate effectively at workplace. This section is crafted to develop knowledge and skills required to effectively communicate within and outside a workplace. The content will be useful for learners who intend to start a business, become self-employed or want to get prerequisite knowledge before starting a business.

Competency Units	Performance Criteria
CU1. Communicate within internal stakeholders	P1. Identify communication needs of internal stakeholders P2. Establish internal communication procedures matching the needs of internal stakeholders P3. Communicate the developed procedures within the organization and ensure that set procedures are followed
CU2. Communicate with external stakeholders	P1. Identify communication needs of external stakeholders (e.g. suppliers, customers and legislators) P2. Establish external communication procedures matching the needs of internal stakeholders P3. Communicate the developed procedures within the organization and ensure that set procedures are followed P4. Ensure that business ethics are followed in all communications especially focusing on cultural sensitivity and avoiding any type of discrimination
CU3. Collect feedback from stakeholders	P1. Devise feedback mechanism and collect feedback of internal and external stakeholders P2. Establish procedures to assess and resolve any business issues while maintaining business integrity and satisfying

	stakeholders P3. Arrange group sessions/meetings to increase the level of participation of stakeholders
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### **Knowledge and Understanding**

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Importance of intra and inter organizational communication
- Fundamentals of stakeholder management
- Basics of business communication
- Defining Modes of communication
- Effective communication in workgroup

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to communicate effectively at workplace.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to communicate effectively at workplace. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

**List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer



## 0413ENT01B Identify Business Opportunities

### Overview

This Competency Standard identifies the competencies required to identify business opportunities. This section is crafted to develop knowledge and skills required to identify business opportunities and present the business ideas to potential support providers. The content will be useful for learners who intend to start a business, become self-employed or want to get prerequisite knowledge before starting a business.

Competency Units	Performance Criteria
CU1. Develop self against skills and attributes required for entrepreneurship	P1. Set personal objectives for pursuing entrepreneurship P2. Document gaps in self for skills and attributes required for an entrepreneur P3. Take appropriate actions to cover identified gaps
CU2. Collect information on viable business ideas	P1. Conduct an elementary market survey to collect basic information on business ideas relevant to own interests P2. Compile the information collected through the market survey P3. Gather customer needs for identified business ideas P4. Shortlist the best option in terms of cost, service, quality, sales, profit margin, overall expenses
CU3. Collect information on various funding sources	P1. Identify the available funding sources based on their terms and conditions, maximum loan limit, payback time, interest rate P2. Choose the best available option according to investment requirement P3. Prepare documents according to the loan agreement requirement P4. Include the information of funding sources in the business plan
CU4. Finalize the business idea	P1. Estimate the available resources P2. Identify relevant customer segments and their needs

	<p>P3. Identify existing solutions in the market</p> <p>P4. Devise the business idea for specific customer needs</p> <p>P5. Identify key technologies required for execution of business idea</p>
<p>CU5. Present business idea to potential support providers</p>	<p>P1. Identify support providers for promoting the business idea</p> <p>P2. Summarize features, benefits and key information of the business idea</p> <p>P3. Present the business idea considering criteria of support providers</p>

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- The fundamentals of entrepreneurship.
- The characteristics, skills and attributes possessed by successful entrepreneurs.
- Risks and rewards for an entrepreneur.
- Identifying personal strengths and weaknesses
- Techniques to conduct self-assessment for entrepreneurial skills
- Stress Management
- Deming cycle (Plan do check act).
- Understand and interpret market survey reports.
- Various market survey techniques
- Basics of market segmentation
- Concept of the business value chain.
- Developing, implementing and evaluating an action plan

- Business etiquettes
- Business Communication
- Effective presentation techniques
- Brainstorming techniques
- Idea generation techniques
- Interpersonal skills
- The characteristics, skills and attributes possessed by successful entrepreneurs.
- Identifying personal strengths and weaknesses
- Understand and interpret the market survey reports.
- Elementary market survey techniques and their constituents e.g.
  - a. Customer /demand
  - b. Tools, equipment, machinery and furniture with rates
  - c. Raw material
  - d. Supplier
  - e. Credit / funding sources
  - f. Marketing strategy
  - g. Market trends
  - h. Overall expenses
- Profit margin Various market survey techniques
- Basics of market segmentation
- Business etiquettes
- Communication
- Effective presentation techniques

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to identify business opportunities.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to identify business opportunities. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

**List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT01C Identify key resources available for business

### Overview

This Competency Standard identifies the competencies required to identify key resources available for business. This section is crafted to develop knowledge and skills required for assessing financial, physical and human resources for a business venture.

Competency Units	Performance Criteria
CU1. Assess financial resources	P1. Identify financial resources required for business P2. Perform gap analysis of available and required financial resources P3. Devise a plan to acquire the required finances
CU2. Assess physical resources	P1. Identify physical resources required for business P2. Perform gap analysis of available and required physical resources P1. Devise a plan to acquire the required physical resources
CU3. Assess human resources	P1. Identify required human resources P2. Devise an outline to recruit human resources P3. Make a plan for division of staff and duties

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Financial gap analysis
- Types of financing

- Decision making skills
- Analytical skills
- Understand physical resources
- HRM

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to identify key resources available for business.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to identify key resources available for business. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Templates for costing and pricing structures
2.	Computer
3.	Internet
4.	Printer

## 0413ENT01D Develop Elementary Business Plan

### Overview

This Competency Standard identifies the competencies required to develop an elementary business plan. This section is crafted to develop knowledge and skills required knowledge for describing product/service, assessing market situation, identifying business scope, and developing initial execution plans for a business venture.

Competency Units	Performance Criteria
CU1. Prepare description of product/ service	P1. Outline product/service portfolio P2. Prepare product/service parameters P3. Specify benefits of product/service P4. Specify unique selling point (USP) of product/service
CU2. Assess market situation	P1. Identify target market of the business P2. Identify potential competition P3. Measure Demand and Supply gaps for product/service P4. Assess prevailing prices of relevant product/service in the market
CU3. Specify size and type of business	P1. Specify size of business registration P2. Estimate financial scope of business P3. Enlist basic infrastructure requirements
CU4. Design business process of product/service	P1. Develop Management, Operational and support processes P2. Identify potential sources of procurement P3. Outline product/service conversion process P4. Define distribution channels
CU5. Develop Cost & Price structure	P1. Estimate costs and expenditures of business P2. Set price of product/service based on market situation

	assessment
CU6. Identify business risks	P1. Identify internal/external economic risks to the business P2. State copyright issues P3. Enlist applicable laws and regulations

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Numeracy skills
- Basic statistical tools
- Contents of an elementary business plan
- Factors of success and failures of related businesses around the world
- Types of business registration in Pakistan
- Pros and cons of business types
- Applicable laws and regulations
- Costing techniques
- Elements of pricing structure
- Basic market research techniques
- Process flow chart
- Factors considered while selecting distribution and delivery channels
- Basic risk assessment and management techniques

### Critical Evidence(s) Required

The candidate must present evidence of practical observations showing their ability to develop elementary business plan.



They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to develop elementary business plan. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

**List of Tools and Equipment**

Sr. No.	Items
1.	Templates of elementary business plan
2.	Templates for costing and pricing structures
3.	Computer
4.	Internet
5.	Printer

## 0413ENT01E Set-up a micro business

### Overview

This Competency Standard identifies the competencies required to set up a micro business. This section is crafted to develop knowledge and skills required knowledge for registering and setting up a location for business.

Competency Units	Performance Criteria
CU1. Register business	P1. Specify type of the micro business registration P2. Register a business name with relevant authority
CU2. Select appropriate business location	P1. Develop layout of the business processes to ensure appropriate space is allocated to each function P2. Conduct market research on viable business locations P3. Select the most viable business location keeping in view cost, market potential and accessibility

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Basic business registration types
- Developing financial scope of business
- Method of identifying infrastructure requirements
- Developing a productive layout of the processes
- Science of selecting most viable business location
- Numeracy skills

- Basic statistical tools
- Factors of success and failures of related businesses around the world
- Types of business registration in Pakistan
- Applicable laws and regulations
- Costing techniques
- Basic market research techniques
- Process flow chart

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to set up a micro business.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to set up a micro business. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

<b>Sr. No.</b>	<b>Items</b>
1.	Computer
2.	Internet
3.	Printer

## 0413ENT01F Practice Business Ethics

### Overview

This Competency Standard identifies the competencies required to practice business ethics. This section is crafted to develop knowledge and skills required to develop ethical work culture, adopt eco-friendly and socially responsible practices.

Competency Units	Performance Criteria
CU1. Develop an ethical work culture	P1. Set policies defining organizational responsibilities towards society and employees P2. Design a mechanism to conduct assessment for on job work ethics P3. Establish procedures and code of conduct for ethical work practices P4. Develop communication techniques to convey the policies and procedures for work ethics within the organization P5. Formulate a monitoring plan for the implementation of procedures and code of conduct
CU2. Ensure safe work environment	P1. Identify potential hazards at workplace P2. Calculate workplace risks P3. Develop risk control action plan Comply with applicable safety regulations P4. Develop emergency response plan
CU3. Adopt eco-friendly work practices	P1. Document environmental impact of business practices P2. Create an action plan to improve environmental performance P3. Adopt procedures for reusing/recycling

CU4. Adopt socially responsible practices	P1. Communicate rights of employees within the organization P2. Comply with social security regulations
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### **Knowledge and Understanding**

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Basics of professional and ethical behaviour
- Methodology to assess ethical work practices
- Policies and procedures for ethical work
- Ways to relate with people from a range of social, cultural, physical and mental backgrounds
- Economic use and maintenance of equipment and facilities
- Calculating environmental performance
- Developing an environmental action plan
- Social laws and regulations in Pakistan
- Labour laws in Pakistan
- Occupational health and safety procedures, practices and regulations
- Hazard and risk assessment techniques
- Types and uses of personal protective equipment
- Participation procedures in emergency related drills and trainings

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to practice business ethics.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to practice business ethics. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

**List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 061100858 Apply advanced computer skills for business

### Overview

This Competency Standard identifies the competencies required to apply advanced computer skills. This section is crafted to develop knowledge and skills required to develop ethical work culture, adopt eco-friendly and socially responsible practices.

Competency Units	Performance Criteria
<p>CU1. Manage information system to complete a task</p>	<p>P1. Develop procedures to maintain record of business information and communication</p> <p>P2. Ensure that procedures are followed while maintaining the business information and communication records</p> <p>P3. Develop and maintain a file naming protocol</p> <p>P4. Develop and maintain structure of folders in the computer system and back-up drives</p> <p>P5. Take decision whether to use any online cloud service for data back-up or not</p>
<p>CU2. Prepare presentation on business aspects using computer</p>	<p>P1. Select/prepare a standard presentation template for business</p> <p>P2. Prepare a presentation brochure of the business highlighting core business, values, product/service portfolio, outreach, contact information and any other relevant business aspect</p> <p>P3. Use animation and transition tools to organize the presentation so that business information is presented in correct sequence and time, and is easy to understand for interested parties</p> <p>P4. Make the presentation self-explanatory by using images, videos and other graphic tools</p> <p>P5. Ensure that presentation provides precise business information avoiding unnecessary information to keep interest of the audience</p>

	<p>P6. Save the document in relevant folder using prescribed name style</p> <p>P7. Print the document in prescribed style and colour</p> <p>P8. Set-up the presentation on an external display device and adjust the settings/format of presentation to match the display settings</p>
<p>CU3. Create business reports using word and excel processors</p>	<p>P1. Select/prepare a standard word and excel document templates for business</p> <p>P2. Generate reports on various business functions or performance as per needs of interested parties</p> <p>P3. Ensure that document provides precise business information avoiding unnecessary information to keep interest of the readers</p> <p>P4. Save the document in relevant folder using prescribed name style</p> <p>P5. Print the document in prescribed style and colour</p> <p>P6. Set-up the presentation on an external display device and adjust the settings/format of presentation to match the display settings</p>

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- List basic technical terminology to read help files and prompts
- Outline the different types of formal and informal presentations
- Power point presentation: developing templates and other advanced functions
- Word: developing templates and other advanced functions
- Excel: developing templates and other advanced functions
- Contents of an effective presentation brochure



### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to apply advanced computer skills.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to apply advanced computer skills. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT02A Develop a Formal Business Plan

### Overview

This Competency Standard identifies the competencies required to develop a formal business plan. This section is crafted to develop knowledge and skills required to start a business venture from a moderate to advanced level. The subsequent sections classify initiation process of a business into distinct chunks that help in a smooth start-up.

Competency Units	Performance Criteria
CU1. Conduct market research	P1. Analyse market segmentation P2. Identify customer needs related to product/service P3. Conduct competitor analysis P4. Analyse forces and factors affecting the market P5. Identify potential stakeholders
CU2. Develop detailed product/service portfolio	P1. Prepare detailed description of product/service P2. Specify key features of product/services P3. Define phases of product/service life-cycle P4. Elaborate unique selling point (USP) of product/service
CU3. Develop objectives & milestones	P1. Set vision and mission of the organization P2. Define business objective and key performance indicators P3. Develop monitoring and evaluation mechanism
CU4. Develop organizational structure	P1. Define organizational hierarchy P2. State roles and responsibilities within the hierarchy P3. Develop interdepartmental communication flow P4. Outline labour requirements for the operations P5. Outline competency needs for business operations P6. Outline plan for development of required competencies

	P7. Develop procedures for employee compensation and benefits
CU5. Develop an operational plan	<p>P1. Develop process flow of product/service</p> <p>P2. Develop mechanism of quality assurance</p> <p>P3. Identify suitable equipment for the operations</p>
CU6. Develop marketing plan	<p>P1. Set marketing goals and objectives</p> <p>P2. Develop promotional strategy</p> <p>P3. Develop placement strategy</p> <p>P4. Develop pricing strategy</p> <p>P5. Allocate marketing budget</p>
CU7. Develop risk mitigation strategy	<p>P1. Identify internal and external risk</p> <p>P2. Forecast risk consequences</p> <p>P3. Devise procedures to minimize risks</p>
CU8. Develop a financial plan	<p>P1. Enlist available funding resources</p> <p>P2. Forecast revenues and costs</p> <p>P3. Prepare projected profit and loss statement based on forecasts of revenues and costs</p> <p>P4. Prepare cash flow statement based on forecasts of revenues and costs</p>
CU9. Attract financiers	<p>P1. Identify public and private financing prospects</p> <p>P2. Enlist financing criteria of potential financiers</p> <p>P3. Develop investors pitch</p> <p>P4. Present business plan to prospective financiers</p>

## **Knowledge and Understanding**

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Format of business plan
- Business terms and definitions
- Numeracy skills
- Statistical tools
- Micro-environment including the customers and suppliers, competitors and distribution channels
- Legal requirements – planning permission, health and safety, employment, taxation, fees, patents, food hygiene and other legislation relevant to the venture.
- Organization profile
- Developing vision, mission, objectives and key performance indicators
- Developing a monitoring plan
- Methodology of Market Analysis and its tools
- Competitor Analysis.
- Process flow chart
- Quality management
- SWOT analysis
- PESTLE analysis
- Principles of management
- Methodology of developing Products and Services portfolio.
- Marketing and market chain
- Kinds of buyers
- Market mapping
- Procedures in conducting informal interview
- Basis for choosing buyers
- Computation of sales, cost and profit

- Procedures in making marketing objectives
- Product / service lifecycle
- Procedures in compiling details of marketing plan
- Contingency plan
- Market risks
- Sales Strategy.
- Types of Funding
- Contents of a Financial Plan
- Benefits of financial goal setting and budgeting
- Forecasting for revenues and costs
- Preparing profit and loss statement
- Preparing cash flow statement
- Break-even analysis techniques
- Communication skills

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to develop a formal business plan.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to develop a formal business plan. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Templates of business plan
2.	Templates of operational plan, financial plan, marketing plan etc.

3.	Templates of market survey tools (e.g. questionnaires, interviews etc.)
4.	Computer
5.	Internet
6.	Printer

## 0413ENT02B Set-up a business

### Overview

This Competency Standard identifies the competencies required to set up a business. This section is crafted to develop knowledge and skills required to register a business, acquire license/permits, create brand identity and identify a business location.

Competency Units	Performance Criteria
CU1. Register business	P1. Select appropriate business/trade title P2. Incorporate business as per legislation P3. Acquire required licenses and permits P4. Set up bank account
CU2. Create a brand identity	P1. Register trademark (e.g. name, logo, slogan, colour scheme) P2. Create brand value proposition P3. Register a website
CU3. Select appropriate business location	P1. Develop a detailed flow chart and layout of business functions ensuring appropriate space allocation P2. Identify accessibility requirements of the business P3. Analyse financial viability of business location P4. Select most viable business location based on cost, market potential and accessibility

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Intellectual property laws

- Relevant business permits and acquisition procedures
- Types of business registration in Pakistan, procedures of registration and applicable relevant laws
- Branding
- Ways of creating a brand image
- Website name registry and hosting providers
- Developing process flow charts
- Developing productive layout of business functions
- Decision making and financial analysis for appropriate business location.

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to set up a business.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to set up a business. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer



## 0413ENT02C Initiate Business Activities

### Overview

This Competency Standard identifies the competencies required to initiate business activities. This section is crafted to develop knowledge and skills required to procure resources, build an effective team, adopt appropriate marketing tools, timely and quality delivery of product or service, cost optimization, maintain record of financial transactions and maintain safe working environment.

Competency Units	Performance Criteria
CU1. Procure supplies required to carry out business operations	P1. Identify supplies requirements for business operations P2. Carry out cost estimation of identified supplies P3. Devise a method to prepare a procurement plan P4. Allocate budget for procurement P5. Prepare a mechanism to maintain supplies/assets inventory
CU2. Develop team	P1. Ascertain optimum staff requirements to carry out business processes P2. Develop a plan of hiring appropriate staff to process competence needs P3. Design a system of assigning roles and responsibilities to the staff
CU3. Adopt appropriate marketing options	P1. Analyse needs and wants of target customers P2. Develop features of marketing campaign P3. Select cost effective marketing techniques
CU4. Ensure timely and quality	P1. Make sequence of operational activities P2. Develop schedule of operations

delivery of products/services	<p>P3. Set product/service quality standards/criteria as per customer/market requirements</p> <p>P4. Develop procedures to ensure quality of deliverables as per set standards</p>
CU5. Optimize costs	<p>P1. Adopt cost efficient methods and techniques for business processes</p> <p>P2. Identify wastages and variances impacting operational costs</p> <p>P3. Take necessary actions to reduce wastages and variances</p>
CU6. Maintain record of financial transactions	<p>P1. Keep track of financial book keeping</p> <p>P2. File applicable tax returns</p>

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Cost efficient methods and techniques
- Cost estimation techniques
- Inventory management
- Financial management
- Contents of procurement plan
- Team management and development
- Job design principles and work breakdown structures
- Developing job descriptions and reporting requirements
- Characteristics of business markets compared to consumer markets
- Analysing needs and wants of customers

- Inbound and outbound marketing techniques
- Time and Quality management
- Process flow analysis
- Scheduling techniques
- Business cost optimization techniques
- Techniques to calculate wastage and variance
- Basic financial management and record keeping
- Tax system and laws in Pakistan

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to initiate business activities.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to initiate business activities. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT02D Lead Small Teams

### Overview

This Competency Standard identifies the competencies required to lead small teams. This section is crafted to develop knowledge and skills required to facilitate a team and learn motivational techniques in order to build an effective team and monitor the team's performances.

Competency Units	Performance Criteria
CU1. Facilitate team development	P1. Identify work requirements, standards and purpose to team members. P2. Assist team to develop objectives, targets and key performance indicators relevance of its purpose and workplace goals. P3. Allocate duties regarding the skills required to properly undertake the assigned task according to company policy P4. Identify roles, responsibilities and expectations of each team member P5. Disseminate and discuss performance expectations with individual team members.
CU2. Motivate and build the team	P1. Develop positive and constructive relationships with and between team members P2. Facilitate team communication processes P3. Frame a process of examining risks, options and making decisions P4. Devise a reward and recognition system P5. Prepare a plan to determine strengths and weaknesses of team members P6. Address team members' queries

CU3. Facilitate and monitor team effectiveness	P1. Monitor performance against defined key performance indicators P2. Prepare a plan to educate team in identifying and resolving problems P3. Mediate among the team members and concerned authorities regarding any issue P4. Conduct team meetings to review work operations and address issues according to workplace policies and procedures
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### **Knowledge and Understanding**

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

The candidate must be able to demonstrate underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes the knowledge of:

- Explain conflict resolution techniques
- Explain management styles
- Describe methods of monitoring performance
- Outline the relevant legal requirements
- Outline strategies for dealing effectively with team member complaints or grievances and
- Explain team dynamics and facilitation processes
- Describe communication skills
- State workplace policies and procedures

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to lead small teams.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to comply to business regulations. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT02E Plan and organize work

### Overview

This Competency Standard identifies the competencies required to plan and organize work. This section is crafted to develop knowledge and skills in planning and organizing work. It may be applied to a small independent operation or to a section of a large organization.

Competency Units	Performance Criteria
CU1. Set objectives of internal functions	P1. Develop objectives of internal functions in line with organizational goals P2. Develop key performance indicators of internal functions and establish monitoring procedures
CU2. Plan and schedule work activities	P1. Coordinate schedule of work activities with concerned personnel P2. Conduct work within established workplace policies P3. Devise a schedule for tasks
CU3. Monitor business activities	P1. Monitor work activities and compare with set objectives. P2. Prepare reports and coordinate deviations from work activities in accordance with set standards. P3. Analyze the reports for further actions P4. Maintain files in accordance with standard operating procedures.
CU4. Evaluate business activities	P1. Develop ways to improve competence within available opportunities. P2. Formulate a plan for the adjustments to be made to policies, processes and activities. P3. Implement feedback mechanisms in line with organization policies

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Developing objectives and key performance indicators
- Developing monitoring procedures for key performance indicators
- Planning and scheduling techniques
- Analyzing business reports
- Competence assessment techniques

### Critical Evidence(s) Required

The candidate must present evidence of practical observations showing their ability to plan and organize work.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to plan and organize work. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### List of Tools and Equipment

Sr. No.	Items
1.	Computer
2.	Internet



## 0413ENT02F Ensure Quality of Products/Services

### Overview

This Competency Standard identifies the competencies required to ensure Quality of Products/Services. This standard defines the advanced knowledge, skills and understanding required to ensure quality of products or services.

Competency Units	Performance Criteria
CU1. Establish product quality requirements	P1. Gather quality and performance requirements for customers P2. Develop internal quality parameters of the products / services P3. Communicate quality requirements to concerned parties
CU2. Develop quality management procedures	P1. Establish quality policy of the organization P2. Develop methods for quality monitoring P3. Establish quality assurance and control procedures including frequency, sample size, report templates etc. P4. Assign roles and responsibilities for quality assurance and controls P5. Establish methodology of internal audit of quality management system
CU3. Conduct management review of quality management system	P1. Gather reports of quality performance trends and achievement of goals, objectives and targets P2. Assess changes in external and internal issues and associated risks and opportunities that are relevant to the quality management system; P3. Evaluate results of the evaluation of compliance with quality and performance requirements P4. Assess opportunities for continual improvement and competence

	development P5. Take decisions related to continual improvement opportunities and any need for changes to the quality management system
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### **Knowledge and Understanding**

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Basic concepts of quality management system (e.g. ISO 9001 etc)
- Data compilation and report writing
- Quality monitoring techniques and procedures
- 7 statistical quality tools
- Documentation and communication techniques
- Technique of conducting management review
- Knowledge of visual assistant (Word, Excel, Power Point)

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to ensure quality of products/services.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to ensure quality of products/services. Further guidance is provided in the assessment evidence guide for this competency standard.

**List of Tools and Equipment**

Sr. No.	Items
1.	Quality Management System Standard and Manual
2.	Computer system along with all accessories
3.	Printer
4.	Scanner

## 0413ENT03A Lead Work Place Communication

### Overview

This Competency Standard identifies the competencies required to lead workplace communications. This section is crafted to develop knowledge and skills required to communicate at your work place will support in developing effective communication system within the organization to achieve common goals and avoid conflicts.

Competency Units	Performance Criteria
CU1. Communicate information about workplace processes	P1. Organize and lead meetings with work teams to review business aspects and activities P2. Review results of communication with various stakeholders P3. Take necessary decisions to modify the communication procedures based on communication result review
CU2. Communicate and resolve issues arising at the workplace	P1. Devise a plan to analyse problems and conflicts at workplace P2. Organize information regarding problems to ensure clear and effective communication P3. Devise necessary action plan to resolve problems P4. Adopt proper means of monitoring results and outcomes of resolution actions

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Managing a meeting
- Group moderation techniques

- Conducting a business review
- Coaching and mentoring principles
- Group moderation techniques
- Business communication
- Communication process
- Leadership skills
- Ethics of Communication
- Critical Thinking skills
- Effective listening skills
- Effective presentation techniques
- Conflict management.

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to lead workplace communication.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to lead workplace communication. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT03B Manage Human Resources

### Overview

This Competency Standard identifies the competencies required to manage human resources. This section is crafted to develop knowledge and skills required to manage employees, recruit team, manage team development, and appraise employees.

Competency Units	Performance Criteria
CU1. Recruit employees	P1. Establish recruitment process and procedures P2. Develop job descriptions as per required competencies P3. Develop job orientation procedures
CU2. Manage personnel development	P1. Assess training needs of employees P2. Develop a training plan for learning requirements P3. Allocate resources for training activities P4. Develop procedure for monitoring and evaluation of trainings
CU3. Appraise team performance	P1. Design mechanism to assess team performance P2. Develop mechanism for assessing employee satisfaction P3. Take appropriate action as per SOP

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Human resource strategies and planning processes
- Methods of skills analysis
- Job design principles

- Basic Human Resource Management
- Understanding of organizational architecture
- Understanding of key performance indicators
- Types of training activities
- Recruitment techniques
- Appraisal policies and procedures

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to manage human resources.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to manage human resources. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT03C Manage Marketing Activities

### Overview

This Competency Standard identifies the competencies required to manage marketing activities. This section is crafted to develop knowledge and skills required to market and sell product/service, promote, place and offer the product /service to the target market along with managing public relations effectively.

Competency Units	Performance Criteria
CU1. Manage placement of product / service	P1. Identify required channels for product/service placement based on target customer demographics P2. Develop strategy to ensure the availability of product/service to the target customers P3. Develop plan to monitor placement activities and results
CU2. Organize promotional activities	P1. Develop appropriate promotional activities as per marketing budget P2. Develop appropriate marketing material P3. Develop plan to monitor the promotional activities and their results
CU3. Establish sales process	P1. Develop a sales plan P2. Develop structure of sales team P3. Devise mechanism of monitoring sales performance P4. Devise procedures to record customer feedback
CU4. Manage public relations	P1. Develop corporate social responsibility strategy for creating good brand image P2. Develop mechanism to address feedback of stakeholders P3. Develop strategy to counteract negative publicity against the



	brand
CU5. Prepare proposals and bids	P1. Collect requirements for proposed work P2. Identify resources to fulfil requirements of proposed work P3. Prepare technical proposal for proposed work P4. Prepare financial proposal for proposed work

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Basic Principles of marketing and sales
- Understanding of Marketing Channels (including digital marketing)
- Basic Analytical skills
- Basic Stakeholder Management Skills
- Customer Services
- Branding Techniques
- Strategies of placement, promotion and sales
- Concept of corporate social responsibility
- PEPPRA rules
- Bidding processes in public and private sectors
- Technical and financial templates

### Critical Evidence(s) Required

The candidate must present evidence of practical observations showing their ability to manage marketing activities.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to manage marketing activities. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

**List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT03D Manage Finances

### Overview

This Competency Standard identifies the competencies required to manage finances. This section is crafted to develop knowledge and skills required to undertake budgeting, financial forecasting and reporting and to allocate and manage resources to achieve the required outputs for the business unit. It includes contributing to financial bids and estimates, allocating funds, managing budgets and reporting on financial activity.

Competency Units	Performance Criteria
CU1. Plan financial management for	P1. Prepare profit and loss statement P2. Analyse cash flow statement P3. Assess assets and liabilities P4. Prepare budget plan for fiscal year P5. Follow procedures of allocating funds for business operation
CU2. Manage business accounting functions	P1. Maintain record of financial transactions P2. Plan for financial contingency P3. Review financial statements P4. Devise cost control measures based on financial review

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Assets management
- Liabilities identification
- Budget and taxation

- Expenses management
- Preparing cash flow statement
- Financial Report Generation
- Financial Statement
- Income Statement
- Balance Sheet
- Profit and Loss statement
- Depreciation and valuation

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to Manage Finances.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to Manage Finances. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT03E Manage Business Performance

### Overview

This Competency Standard identifies the competencies required to manage business performance. This section is crafted to develop knowledge and skills required to perform against objectives and milestones to optimize the business performance and develop managerial skills in order to manage customer relationships.

Competency Units	Performance Criteria
CU1. Evaluate performance against objectives & Milestones	P1. Establish base line for business objectives and goals P2. Develop mechanism to evaluate key performance indicators P3. Devise criteria for adjusting objectives and milestones
CU2. Optimize business performance	P1. Develop procedure to consolidate performance data of business functions P2. Develop mechanism to evaluate functional performance indicators P3. Develop action plan for business process improvement
CU3. Manage customer relationship	P1. Document customer expectation P2. Devise action plan to meet customer expectation P3. Devise mechanism to monitor customer satisfaction P4. Identify and communicate rights and responsibilities of customers to the customer as appropriate P5. Assist customers to evaluate service and/or product options to satisfy their needs P6. Maintain records of customer interaction in accordance with organizational procedures P7. Maintain record of business contacts

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Key performance indicators and their evaluation techniques
- Data analysis techniques
- Customer relationship management
- Basic monitoring and evaluation techniques
- Problem solving and decision making
- Value chain analysis
- Consumer rights and responsibilities
- Managing information system (MIS)

### Critical Evidence(s) Required

The candidate must present evidence of practical observations showing their ability to manage business performance. They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to manage business performance. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### List of Tools and Equipment

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT03F Comply to Business Regulations

### Overview

This Competency Standard identifies the competencies required to comply with business regulations. This section is crafted to develop knowledge and skills required to comply with laws, regulations, policies, procedures, subscribed standards and customer compliance requirements

Competency Units	Performance Criteria
CU1. Comply with relevant laws, policies and regulations	P1. Prepare inventory of statutory laws regarding business operations P2. Develop Policy and Procedure to ensure regulatory compliance P3. Develop plan to communicate compliance policy and procedures within the organization
CU2. Fulfil customers' compliance requirement	P1. Document customer compliance requirements P2. Develop procedures to ensure compliance to customer requirements P3. Develop plan to communicate customer requirements within the organization P4. Develop mechanism to monitor operations based on customer requirements
CU3. Comply with subscribed standards	P1. Prepare inventory of subscribed standards and their requirements P2. Develop procedure to ensure compliance to requirements of the standard P3. Develop mechanism to monitor operations based on standard compliance requirements

### **Knowledge and Understanding**

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Prevailing laws and regulations
- Basic knowledge of applicable standards (Quality, environment, health and safety etc.)

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to comply to business regulations.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to comply to business regulations. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer



## 0413ENT03G Mitigate Risks to Business

### Overview

This Competency Standard identifies the competencies required mitigate risks to business. This section is crafted to develop knowledge and skills required to assess risks in order to perform actions to mitigate risks.

Competency Units	Performance Criteria
CU1. Assess the risks	P1. Identify the types of risks P2. Calculate the impacts of risks P3. Analyse the limits of present risks
CU2. Select risk mitigation actions	P1. Forecast risk consequences P2. Evaluate risk mitigation action P3. Devise procedure to minimize risks
CU3. Establish risk monitoring procedures	P1. Identify parameters for risk monitoring P2. Establish risk reporting mechanism

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- PEST analysis
- Understand types of risks
- Procedures to identify risks and calculate risk impacts
- Risk mitigation strategies (Accept, avoid, control and transfer)

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to mitigate risks to business.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to mitigate risks to business. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**

Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer

## 0413ENT03H Manage Stakeholders

### Overview

This Competency Standard identifies the competencies required to manage stakeholders. This section is crafted to develop knowledge and skills required to develop procedures in order to manage stakeholders and care for their needs and expectations.

Competency Units	Performance Criteria
CU1. Evaluate expectations and needs of stakeholder	P1. Categorize the stakeholders as per business interests P2. Identify the needs & expectations of stakeholders from business P3. Identify business processes that fulfil the needs and expectations of stakeholders
CU2. Assign roles and responsibility	P1. Devise a plan for hierarchy of internal stakeholders P2. Define the roles and responsibilities of internal stakeholders in business
CU3. Develop standard operating procedures to manage stakeholders	P1. Prepare agreements for stakeholders P2. Carry out periodic evaluation as per agreements

### Knowledge and Understanding

The candidate must possess underpinning knowledge and understanding required to carry out tasks covered in this competency standard. This includes;

- Communication skills
- Principles of management

- Types of agreements and contracts
- Foundation of contractual law
- Information management
- Stakeholder management skills
- HR (command and control) procedures
- Types of hierarchy charts

### **Critical Evidence(s) Required**

The candidate must present evidence of practical observations showing their ability to manage stakeholders.

They must also complete a knowledge assessment test (written or oral) together with a portfolio of evidence that shows their knowledge and understanding needed to manage stakeholders. Further guidance is provided in the Assessment Evidence Guide for this Competency Standard.

### **List of Tools and Equipment**


Sr. No.	Items
1.	Computer
2.	Internet
3.	Printer


## LIST OF TOOLS AND EQUIPMENT

Sr. No.	Description
1.	Computer system along with all accessories
2.	Laser Printer Black & White
3.	Laser Printer Coloured
4.	Scanner
5.	Templates of elementary business plan
6.	Templates for costing and pricing structures
7.	Templates of business plan
8.	Templates of operational plan, financial plan, marketing plan etc.
9.	Templates of market survey tools (e.g. questionnaires, interviews etc.)
10.	Quality Management System Standard and Manual

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