
Citrus Business Management Programme

Module 9

Improve Your Business
Performance

Summative PoE Guide

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Scientific√Roets



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Assessor Orientation

Background Information

The main theme of this module is management and leadership in terms of business strategic business planning, production management and day-to-day operations management functions.

It centres on the core management functionality and management sciences that are applied to improve and grow a business. Note that this module has been contextualised for agribusiness.

The module will cover aspects such as:

- ❖ Design of production / operations layout for agribusiness
- ❖ Effective production / operations scheduling
- ❖ Resource management within agribusiness
- ❖ Quality management within agribusiness
- ❖ The concept of strategic planning in managing business performance
- ❖ The role of the various functional strategies in business performance
- ❖ Business performance supervision and monitoring
- ❖ How to monitor, measure and report on business performance
- ❖ How to identify and rectify performance problems occurring in business

This module contributes to the exit level outcome and associated criteria:

5. Demonstrate an understanding of the role of leadership and management.

- 5.1 Knowledge is demonstrated of how management and leadership principles are applied to improve business effectiveness and efficiency.
- 5.2 Knowledge is demonstrated of the differences between leadership and management in terms of managing a business.
- 5.3 Knowledge is demonstrated of leadership and management styles in relation to their impact on business performance.
- 5.4 Leadership and management principles and techniques are applied in order to enhance business performance.

This module comprises of 2 unit standards and attracts 10 credits.

This module is aligned to unit standards:

Section 1	Production Management	263434	Plan and manage production / operations in a new venture	C	4	6
Section 2	Strategic Planning for Business Improvement	263456	Plan strategically to improve new venture performance	C	4	4

Unit Standard Information

Plan and manage production/operations in a new venture

SAQA US ID	UNIT STANDARD TITLE			
263434	Plan and manage production/operations in a new venture			
ORIGINATOR				
Task Team - New Venture Creation				
PRIMARY OR DELEGATED QUALITY ASSURANCE FUNCTIONARY				
-				
FIELD			SUBFIELD	
Field 03 - Business, Commerce and Management Studies			Generic Management	
ABET BAND	UNIT STANDARD TYPE	PRE-2009 NQF LEVEL	NQF LEVEL	CREDITS
Undefined	Regular	Level 4	NQF Level 04	6
REGISTRATION STATUS		REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Reregistered		2015-07-01	2018-06-30	SAQA 10105/14
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT		
2019-06-30		2022-06-30		

In all of the tables in this document, both the pre-2009 NQF Level and the NQF Level is shown. In the text (purpose statements, qualification rules, etc), any references to NQF Levels are to the pre-2009 levels unless specifically stated otherwise.

This unit standard replaces:

US ID	Unit Standard Title	Pre-2009 NQF Level	NQF Level	Credits	Replacement Status
114618	Monitor productivity in a business venture	Level 4	NQF Level 04	5	Complete
114588	Develop, implement and monitor a quality policy for a new venture	Level 4	NQF Level 04	4	Complete

PURPOSE OF THE UNIT STANDARD

This unit standard is for learners who are responsible for planning and managing production/operations function of a new venture. Learners acquiring this unit standard will be equipped with knowledge and skills to optimise productivity of a business.

Learners credited with this unit standard will be able to:

- Design a production/operations layout for a new venture.
- Apply effective production/operations scheduling.
- Apply resource management within a new venture.
- Apply quality management within a new venture.

LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING

It is assumed that the learner has the following knowledge and skills:

- Communication at NQF Level 3.

UNIT STANDARD RANGE

Production includes but is not limited to:

- Acquisition of raw material.
- Storage of raw material.
- Transforming raw material into marketable products.

Operations include but are not limited to processes involved in delivering a marketable service.

Plan strategically to improve new venture performance

SAQA US ID	UNIT STANDARD TITLE			
263456	Plan strategically to improve new venture performance			
ORIGINATOR				
Task Team - New Venture Creation				
PRIMARY OR DELEGATED QUALITY ASSURANCE FUNCTIONARY				
-				
FIELD			SUBFIELD	
Field 03 - Business, Commerce and Management Studies			Generic Management	
ABET BAND	UNIT STANDARD TYPE	PRE-2009 NQF LEVEL	NQF LEVEL	CREDITS
Undefined	Regular	Level 4	NQF Level 04	4
REGISTRATION STATUS		REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Reregistered		2015-07-01	2018-06-30	SAQA 10105/14
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT		
2019-06-30		2022-06-30		

In all of the tables in this document, both the pre-2009 NQF Level and the NQF Level is shown. In the text (purpose statements, qualification rules, etc), any references to NQF Levels are to the pre-2009 levels unless specifically stated otherwise.

This unit standard replaces:

US ID	Unit Standard Title	Pre-2009 NQF Level	NQF Level	Credits	Replacement Status
114585	Plan strategically to improve business performance	Level 4	NQF Level 04	4	Complete

PURPOSE OF THE UNIT STANDARD

This Unit Standard is intended for learners who are required to implement and monitor a strategic plan to improve the performance of a new venture.

Learners credited with this unit standard will be able to:

- Describe the concept of strategic planning in managing business performance.
- Explain the role of the various functional strategies in business performance.
- Apply business performance supervision and monitoring.
- Monitor, measure and report on business performance.
- Identify and rectify performance problems occurring in business.

LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING

It is assumed that the learner has the following knowledge and skills:

- Communication at NQF Level 3.

UNIT STANDARD RANGE

N/A

information

Unit Standard References

The SAQA registered unit standards associated with this learning program are included in this guide for your information.

Please do not hesitate to ask the facilitator or assessor to explain anything that you do not understand or need help with.

Associated Qualification

This unit standard forms part of the learner support materials for the following qualification:

Further Education and Training Certificate: New Venture Creation

SAQA QUAL ID		QUALIFICATION TITLE		
66249		Further Education and Training Certificate: New Venture Creation		
ORIGINATOR				
Task Team - New Venture Creation				
PRIMARY OR DELEGATED QUALITY ASSURANCE FUNCTIONARY			NQF SUB-FRAMEWORK	
SERVICES - Services Sector Education and Training Authority			OQSF - Occupational Qualifications Sub-framework	
QUALIFICATION TYPE	FIELD	SUBFIELD		
Further Ed and Training Cert	Field 03 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	MINIMUM CREDITS	PRE-2009 NQF LEVEL	NQF LEVEL	QUAL CLASS
Undefined	149	Level 4	NQF Level 04	Regular-Unit Stds Based
REGISTRATION STATUS		SAQA DECISION NUMBER	REGISTRATION START DATE	REGISTRATION END DATE
Reregistered		SAQA 10105/14	2015-07-01	2018-06-30
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT		
2019-06-30		2022-06-30		

In all of the tables in this document, both the pre-2009 NQF Level and the NQF Level is shown. In the text (purpose statements, qualification rules, etc), any references to NQF Levels are to the pre-2009 levels unless specifically stated otherwise.

This qualification replaces:

Qual ID	Qualification Title	Pre-2009 NQF Level	NQF Level	Min Credits	Replacement Status
23953	Further Education and Training Certificate: New Venture Creation (SMME)	Level 4	NQF Level 04	162	Complete

Learner Details

First name:	
Surname:	
ID number:	
Mobile phone contact number:	
E-mail address:	
Postal address:	
Dates on which you completed this summative PoE guide:	
Declaration:	I hereby confirm that: • I received the assessment plan and schedule. • I understand my rights in terms of special needs, re-assessment, feedback and appeals against assessment decisions. • I completed the summative assessment independently without assistance from anyone else.
Date:	
Place:	
Signature:	
Signature of Assessor:	

information

Important

Please remember that this document is seen as legal evidence of your competence. It is very important that you sign and date each section where requested. Your signature confirms that this work is your own and that you have not committed fraud in any way.

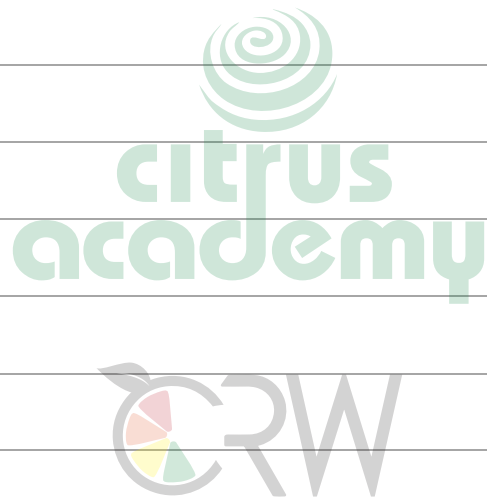
Section 1: Summative Assessment Activities

S263434.1 – Work Sample

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 1 hour.

Instructions:

1. Design a production plan for the farm. Include the following elements in your production plan:
 - 1.1. Explain the concept of productivity in a competitive citrus production unit. (3)
 - 1.2. Describe the production cycle of citrus and specific citrus cultivars. (9)
 - 1.3. Give examples of the operational elements involved in running a citrus production unit. (5)
 - 1.4. How to use a production plan to schedule and optimise workflow. (2)
 - 1.5. Why it is important to analyse market potential and limitations to plan for the capacity needed to operate a citrus production unit profitably, including limitations such as expertise, capital (finance and infrastructure), equipment and technology. (10)



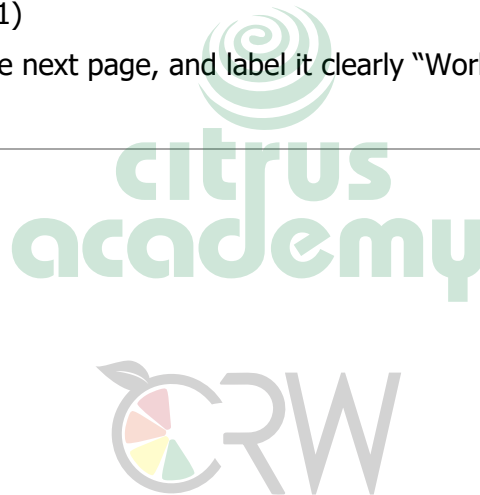
S263434.2 – Work Sample and Reflective Knowledge Questionnaire

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 1 hour.

Instructions:

1. Draft and attach an example of a production schedule (with dates or production weeks indicated), for a citrus production unit. If there are multiple cultivars and orchards, you may choose to do a sample for a single cultivar or a single orchard. Make sure that the following elements are reflected on your schedule:
 - 1.1. Workforce (1)
 - 1.2. Ordering of stock and raw materials (1)
 - 1.3. Deliveries (1)
 - 1.4. Maintenance activity (1)

Attach your work sample to the next page, and label it clearly "Work Sample – Citrus Production Schedule"





2. Answer the following questions:

2.1. Why is it necessary to have effective production scheduling in agribusiness? (3)

2.2. Consider your experience in working on a citrus farm, to highlight an example of possible bottlenecks that may occur in the example of the schedule that you have attached, and explain how you would go about remedying the problem. (4)

S263434.3 – Knowledge Questionnaire

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 1 hour.

Questions:

1. What does resource management in agribusiness entail? (3)

2. Give three examples of resources that need to be managed? (3)

3. What role would recordkeeping play in agricultural resource management? (2)

4. How would you go about developing a recordkeeping system to ensure that all the correct resource management records are kept? (3)

5. How would you guarantee that effective maintenance systems are developed to ensure that the business can produce sustainably and run smoothly? (3)

S263434.4 – Research Questionnaire

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 1 hour.

Questions:

1. Do research on "Quality Management in Citrus Production and Packing in South Africa".
2. Answer the following questions:
 - 2.1. Give a detailed example of how quality management is applied and managed in agribusiness in South Africa? (4)

- 2.2. List and discuss the fundamentals of quality management? (4)

2.3. How would you ensure that your production quality (produce and packaging) matches market requirements? (2)

2.4. How would you ensure that you measure and monitor the quality standards that you have set, at every step of the production process? (4)

Section 2: Summative Assessment Activities

S263456.1 – Knowledge Questionnaire

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 1 hour.

Questions:

1. In your opinion, is strategic planning important in agribusiness? Motivate your answer. (2)

2. When is strategic planning normally done in agribusiness? (2)

- 2.1. List at least two possible benefits of strategic planning and performance monitoring. (2)

2.2. What elements would you look for in a good strategic plan? (5)

2.3. In your opinion, is there a relationship between the timing of a strategic plan and the performance of the business unit? Explain your answer. (5)

S263456.2 – Work Samples

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 2 hours.

Instructions:

You have been tasked to assist an emerging farmer with the following tasks:

- ❖ Choosing a functional organisational structure.
- ❖ Designing an organogram according to the strategic functional structure selected.
- ❖ Drafting key policies and functional strategies for each of the departments indicated on the organogram.

Attach the following documents:

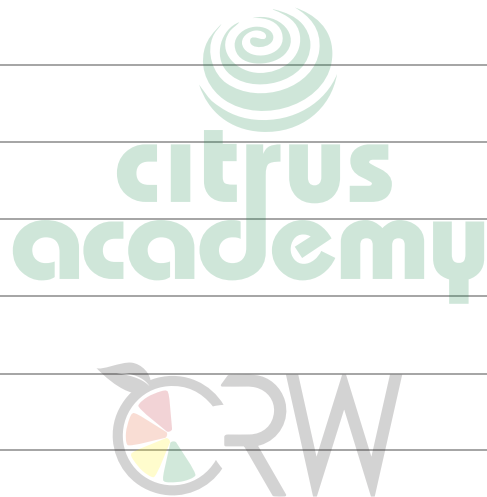
1. A flow diagram to represent the typical process followed in strategic planning. Ensure that you show all the elements included in a typical strategic plan and reference which method you applied. Attach a picture or copy of the flow diagram to this page, and label it "Strategic Planning Flow Diagram".



2. The organogram representing the typical departments that you would include in a citrus production unit that also packs its own fruit. Attach a picture or copy of the organogram to this page, and label it "Organogram".



- 
- The image contains two logos. The top logo is for 'citrus academy', featuring a green spiral icon above the word 'citrus' in a bold, lowercase, sans-serif font, with 'academy' in a smaller, lowercase, sans-serif font below it. The bottom logo is for 'CRW', featuring a stylized orange slice icon with a green leaf to the left of the letters 'CRW' in a bold, uppercase, sans-serif font.

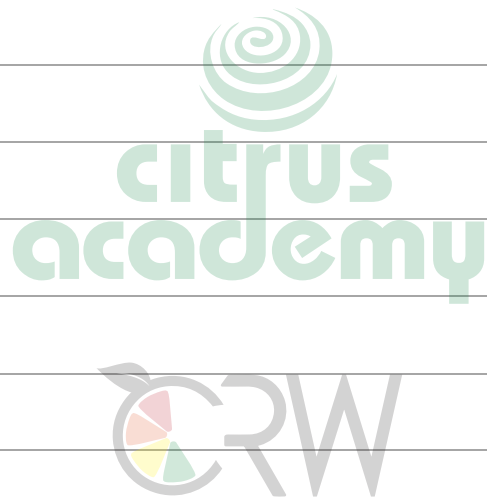


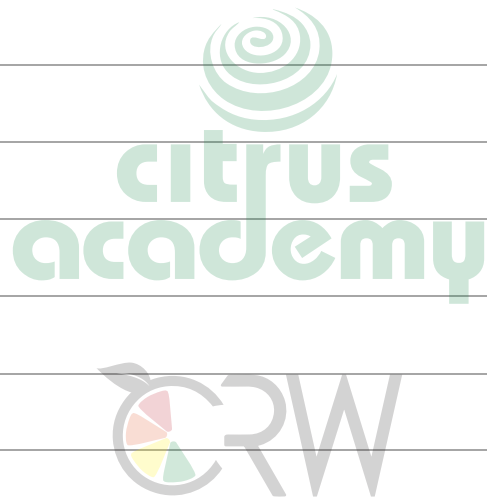
S263456.3 – Work Samples

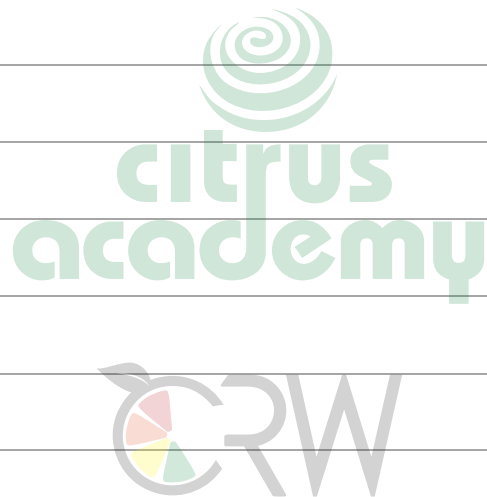
- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 2 hours.

Instructions:

1. You have been tasked with designing a business performance monitoring and evaluation plan and instrument. The plan should be at least three pages and should include the following elements:
 - 1.1. Use the 6WH method to frame your plan. (6)
 - 1.2. A list and examples of at least three business performance monitoring tools you intend to use. (3)
 - 1.3. A strategy and description of how you intend to evaluate supervision practices in the agribusiness. (3)
 - 1.4. A strategy and description of how you intend to evaluate the supervision of expenditure in the agribusiness. (3)
 - 1.5. A strategy and description of how you intend to analyse the marketing expenditure in accordance with the objectives of the agribusiness. (3)
 - 1.6. A description of how you will use the project plan to monitor the business progress and identify attributes that need development against a project plan. (3)







S263456.4 – Workplace Research Questionnaire

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 2 hours.

Questions:

1. Do workplace research and find examples from the workplace to answer the following questions:
 - 1.1. Give an example of how business performance is monitored, measured and reported on in the citrus sector? (2)

- 1.2. Give an example of an instrument or report that shows qualitative and / or quantitative performance indicators for your agribusiness, and explain what it is used for. (3)

1.3. Give an example of how a citrus production unit typically measures and reports on financial indicators? (2)

1.4. Explain how a citrus production unit typically monitors and reports on customer satisfaction? (3)

1.5. Give two examples of some typical reporting lines within a citrus production unit. (2)

1.6. Give two examples of some typical reporting priorities in citrus production. (2)

1.7. How frequently is business progress monitored and reported on in a typical citrus production unit? (1)



S263456.5 – Workplace Report

- ✓ Work individually to complete this activity.
- ✓ Please complete this activity in pen (do not write in pencil).
- ✓ Time to spend on this activity: 2 hours.

Instructions:

1. Do workplace research and find examples from the workplace for the following:

Find an example of a typical performance or production problem that has taken place or is currently taking place, in the citrus production unit where you are completing your training.

Now take action to resolve the problem, by:

- ❖ Communicating with the relevant stakeholders (reporting the problem).
- ❖ Generating possible solutions to the problem (by including all the stakeholders and using formal problemsolving techniques).
- ❖ Drafting an action plan for addressing the problem.
- ❖ Setting timeframes for the problem to be resolved.
- ❖ Monitoring the action plan for solving the problem.

2. Now write a detailed report on the actions you have taken, giving details and / or examples of each of the elements you were tasked to complete. In other words, your report should explain:

2.1. What the problem was. (2)

2.2. How you knew there was a problem (symptoms identified). (3)

2.3. Who you reported it to (stakeholders). (2)

2.4. How you reported it (communications process). (2)

2.5. Who you included in the problemsolving process. (2)

2.6. What problemsolving techniques you applied. (2)

2.7. What problemsolving action plan was agreed on. (4)

2.8. What the timeframe for solving the problem was agreed. (2)

2.9. How you intend to monitor the action plan to make sure the problem is resolved. (3)

