



# **Conduct Outcomes-Based Assessment**

## **Handout 9**

### **Unit Standard 252026**

**SOUTH AFRICAN QUALIFICATIONS AUTHORITY**

**REGISTERED UNIT STANDARD:**

**Apply a systems approach to decision making**

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>			
252026	Apply a systems approach to decision making			
<b>ORIGINATOR</b>				
SGB Generic Management				
<b>PRIMARY OR DELEGATED QUALITY ASSURANCE FUNCTIONARY</b>				
-				
<b>FIELD</b>			<b>SUBFIELD</b>	
Field 03 - Business, Commerce and Management Studies			Generic Management	
<b>ABET BAND</b>	<b>UNIT STANDARD TYPE</b>	<b>PRE-2009 NQF LEVEL</b>	<b>NQF LEVEL</b>	<b>CREDITS</b>
Undefined	Regular	Level 5	Level TBA: Pre-2009 was L5	6
<b>REGISTRATION STATUS</b>		<b>REGISTRATION START DATE</b>	<b>REGISTRATION END DATE</b>	<b>SAQA DECISION NUMBER</b>
Reregistered		2018-07-01	2023-06-30	SAQA 06120/18
<b>LAST DATE FOR ENROLMENT</b>		<b>LAST DATE FOR ACHIEVEMENT</b>		
2024-06-30		2027-06-30		

*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 does not replace any other unit standard and is not replaced by any other unit standard.

**PURPOSE OF THE UNIT STANDARD**

This Unit Standard is intended for managers in all economic sectors. These managers would typically be second level managers such as heads of department, section heads or divisional heads, who may have more than one team reporting to them.

The qualifying learner is capable of:

- Applying critical and analytical skills to analyse an issue or problem.
- Engage with stakeholders in analysing the issue/problem and developing solutions.
- Selecting feasible solutions through a systems approach.
- Formulating and communicating the decision.

### **LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING**

It is assumed that learners are competent in:

- Communication at NQF Level 4.
- Mathematical Literacy at NQF Level 4.
- Computer Literacy at NQF Level 4.

### **UNIT STANDARD RANGE**

- The learner is required to apply the learning in respect of this/her own area of responsibility.
- Unit refers to the division, department or business unit in which the learner is responsible for managing and leading staff.
- Entity includes, but is not limited to, a company, business unit, public institution, small business, Non-Profit Organisation or Non-Governmental Organisation.

## **Specific Outcomes and Assessment Criteria:**

### **SPECIFIC OUTCOME 1**

Apply critical and analytical skills to analyse an issue or problem.

### **ASSESSMENT CRITERIA**

#### **ASSESSMENT CRITERION 1**

Critical and analytical skills are applied to analyse and define an issue/problem affecting the functioning of a unit.

#### **ASSESSMENT CRITERION 2**

Critical and analytical skills are applied to determine factors impacting on the issue/problem and other areas in a unit and the entity affected by the issue/problem.

### **SPECIFIC OUTCOME 2**

Engage with stakeholders in analysing the issue/problem and developing solutions.

### **OUTCOME RANGE**

Stakeholders include team members from own unit, managers and staff from other units in the entity, suppliers and customers.

## **ASSESSMENT CRITERIA**

### **ASSESSMENT CRITERION 1**

The purpose of the consultation is communicated to stakeholders with reference to the aspects of the issue/problem and solutions to be discussed.

### **ASSESSMENT CRITERION 2**

The critical and analytical processes for analysing the issue/problem and generating ideas on addressing the issue/problem are explained with examples.

### **ASSESSMENT CRITERION 3**

The participation of stakeholders is obtained in analysing the unit's internal and external environment to identify factors relevant to the issue/problem.

### **ASSESSMENT CRITERION 4**

The participation of team members is obtained in developing solutions to the issue/problem that would contribute towards the functioning of the unit and the broader system within which it operates.

### **ASSESSMENT CRITERION 5**

The different ideas, values and perspectives of team members and stakeholders are recognised and respected in view of the value they add to the solution developed.

## **SPECIFIC OUTCOME 3**

Select feasible solutions through a systems approach.

## **ASSESSMENT CRITERIA**

### **ASSESSMENT CRITERION 1**

The inputs from stakeholders are analysed to identify feasible solutions to the issue/problem that would improve the functioning of the unit and the broader system within which it operates.

### **ASSESSMENT CRITERION 2**

The identified solutions are prioritised in terms of their potential outcomes on the various processes/sections in the unit, the wider entity and external stakeholders.

### **ASSESSMENT CRITERION 3**

A solution(s) is selected that is most appropriate within a systems context taking into consideration interrelated issues that impact on the solution and areas that will be impacted upon by the implementation of the solution.

### **SPECIFIC OUTCOME 4**

Formulate and communicate the decision.

### **ASSESSMENT CRITERIA**

#### **ASSESSMENT CRITERION 1**

The decision on addressing the issue/problem is formulated with reference to the impact of the decision on the unit and the broader system within which it operates.

#### **ASSESSMENT CRITERION 2**

Actions required to implement the decision in the unit are described with reference to activities, role players, resources and time lines.

#### **ASSESSMENT CRITERION 3**

Change processes that are required to support the implementation of the decision are described with reference to their impact on the success of the implementation of the decision.

#### **ASSESSMENT CRITERION 4**

The decision is communicated to relevant team members in the unit and other stakeholders who will be involved in its implementation in a user-friendly format.

### **UNIT STANDARD ACCREDITATION AND MODERATION OPTIONS**

- Anyone assessing a candidate against this Unit Standard must be registered as an assessor with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard must be accredited as a provider through the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be overseen by the relevant ETQA according to the moderation guidelines and the agreed ETQA procedures.

### **UNIT STANDARD ESSENTIAL EMBEDDED KNOWLEDGE**

- The systems approach as applied to decision making and problem solving.
- Critical and analytical thinking techniques.
- Techniques for analysing and defining problems.

#### **UNIT STANDARD DEVELOPMENTAL OUTCOME**

N/A

#### **UNIT STANDARD LINKAGES**

N/A

### **Critical Cross-field Outcomes (CCFO):**

#### **UNIT STANDARD CCFO IDENTIFYING**

Identify and solve problems using critical and creative thinking processes in order resolve issues, problems and challenges in a unit.

#### **UNIT STANDARD CCFO WORKING**

Work effectively with others as a member of a team, group, organisation or community to ensure participation by team members in developing solutions to an issue/problem in a unit.

#### **UNIT STANDARD CCFO ORGANISING**

Organise and manage oneself and one`s activities responsibly in order to proactively address issues, problems and challenges in a unit.

#### **UNIT STANDARD CCFO COLLECTING**

Collect, analyse, organise and critically evaluate information in order to have all relevant information available for addressing issues, problems and challenges in the unit.

#### **UNIT STANDARD CCFO COMMUNICATING**

Communicate effectively using visual, mathematical and/or language in the modes of oral and/or written communication in involving team members in critical and analytical thinking processes.

#### **UNIT STANDARD CCFO SCIENCE**

Use science and technology effectively and critically, showing responsibility to the environment and health of others when developing solutions to issues/problems.

### UNIT STANDARD CCFO DEMONSTRATING

Demonstrate an understanding of the world as a set of interrelated systems by recognising that problem solving contexts and challenges do not exist in isolation and that a variety of factors need to be taken into account in a systems approach to decision making.

### UNIT STANDARD CCFO CONTRIBUTING

Participate as responsible citizens in the life of local, national and global communities in applying critical thinking practices within the unit and being culturally and aesthetically sensitive across a range of contexts in applying critical thinking practices within a unit.

### UNIT STANDARD ASSESSOR CRITERIA

N/A

### REREGISTRATION HISTORY

As per the SAQA Board decision/s at that time, this unit standard was Reregistered in 2012; 2015.

### UNIT STANDARD NOTES

N/A

### QUALIFICATIONS UTILISING THIS UNIT STANDARD:

	ID	QUALIFICATION TITLE	PRE-2009 NQF LEVEL	NQF LEVEL	STATUS	END DATE	PRIMARY OR DELEGATED QA FUNCTIONARY
Core	<a href="#">63769</a>	National Certificate: Business Analysis Support Practice	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	MICTS
Fundamental	<a href="#">59201</a>	National Certificate: Generic Management	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	As per Learning Programmes recorded against this Qual
Fundamental	<a href="#">60070</a>	National Certificate: Inspection and Assessment (Non-Metallics)	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	MERSETA
Fundamental	<a href="#">63529</a>	National Certificate: Railway Signalling Technology	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	TETA

Elective	<a href="#">71969</a>	National Certificate: Automotive Components: Manufacturing and Assembly	Level 5	Level TBA: Pre-2009 was L5	Passed the End Date - Status was "Reregistered"	2015-06-30	MERSETA
Elective	<a href="#">78943</a>	National Certificate: Autotronics	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	MERSETA
Elective	<a href="#">66789</a>	National Certificate: Environmental Management	Level 5	NQF Level 05	Reregistered	2023-06-30	LG SETA
Elective	<a href="#">83026</a>	National Certificate: Information and Communications Technology (ICT) Software Testing	Level 5	NQF Level 05	Reregistered	2023-06-30	MICTS
Elective	<a href="#">79627</a>	National Certificate: Mechatronics	Level 5	NQF Level 05	Passed the End Date - Status was "Reregistered"	2015-06-30	MERSETA
Elective	<a href="#">59258</a>	National Certificate: Polygraphy	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	SAS SETA
Elective	<a href="#">50060</a>	National Certificate: Public Administration	Level 5	Level TBA: Pre-2009 was L5	Reregistered	2023-06-30	PSETA
Elective	<a href="#">63369</a>	National Diploma: Trade Union Practice	Level 5	NQF Level 05	Reregistered	2023-06-30	ETDP SETA
Elective	<a href="#">67460</a>	National Diploma: Public Administration	Level 6	NQF Level 06	Reregistered	2023-06-30	As per Learning Programmes recorded against this Qual