

41076 Manage business operations for a small business

Kaupae Level	4
Whiwhinga Credit	15
Whāinga Purpose	<p>This skill standard is intended for those who want to establish a small business, grow an existing small business, or manage a small business.</p> <p>This skill standard will provide learners with the knowledge and skills to apply knowledge of operational processes, resource management, and compliance requirements to effectively support and improve operations for a small business.</p> <p>This skill standard can be used within programmes leading to the New Zealand Certificate in Business (Small Business) (Level 4) [Ref: 2457], or in other credentials.</p>

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Implement operational processes to support the functioning of a small business.	a. Identify core operational processes relevant to a small business.
	b. Use systems to support operational processes for a small business.
	c. Monitor and make necessary adjustments to operational processes to improve efficiency and effectiveness.
2. Manage resources to support business operations for a small business.	a. Identify required resources to support small business operations.
	b. Manage resources efficiently to support small business operations.
	c. Maintain records and systems to support resource tracking and accountability.

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
3. Manage compliance requirements for business operations of a small business.	a. Identify and implement relevant legal, health and safety, and industry-specific compliance requirements.
	b. Monitor operational performance of a small business using appropriate tools or indicators.
	c. Identify areas for improvement and implement changes to enhance business operations and meet compliance requirements for a small business.

Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria

Assessment specifications:

Assessment must be conducted in real business context(s) and/or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand.

Assessment materials should allow for learner, regional, cultural, or community contexts. For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them. Assessment materials refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Operational processes

- administration
 - daily communications to stakeholders
 - recording keeping
 - scheduling.
- Human Resources (HR)
 - recruitment and onboarding
 - leave tracking
 - developing and updating business policies and procedures.

- resources
 - physical
 - human
 - technology and equipment
 - consumable resources
 - capital.
- finances
 - payroll
 - expense management
 - invoicing
 - tax obligations.
- sales
 - routine checks with customers
 - maintaining Customer Relationship Management systems (CRMs)
 - creating tailored quotes or proposals.
- product delivery
 - inventory management
 - quality assurance
 - order fulfillment.
- service delivery processes
 - customer onboarding
 - maintenance and follow up
 - helpdesk or support services.

Systems to support operational processes

- Customer Relationship Management (CRM)
- financial
- communication
- administrative
- marketing
- health and safety requirements.

Monitoring

- tools
 - checklists
 - standard operating procedures
 - daily or weekly activity logs
 - inventory management systems
 - staff rosters and timesheets
 - financial dashboards
 - accounting software.
- quality
 - compliance
 - industry conduct and standards
 - regulatory requirements
 - customer satisfaction
 - health and safety requirements.
- operational Key Performance Indicators (KPIs)
 - customer satisfaction scores
 - sales targets
 - inventory turnover rate
 - labour costs as a percentage of revenue
 - repeat customer rate.
- problem solving and decision making
 - problem definition
 - problem solving techniques
 - decision matrix
 - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)
 - cost benefit analysis
 - scenario planning
 - environmental scan
 - stakeholder analysis
 - evaluating solutions for decision making
 - implementation and monitoring of solutions.

Business operations

- scheduling
- inventory
- managing finances and cash flow
- hiring and managing staff
- marketing and customer engagement
- delivering products or services
- ensuring legal and regulatory compliance.

Managing resources to support business operations

- physical
 - premises
 - product
 - technology
 - tools
 - materials
 - inventory.
- human
 - internal stakeholders
 - external stakeholders.
- technological
 - hardware
 - software
 - security and data management and protection.
- capital
 - office space
 - vehicles
 - long-term assets
 - machinery
 - equipment.
- consumable resources
 - short-term assets
 - fuel
 - stationery.

Compliance requirements and record-keeping for business operations

- legislation requirements
- operating requirements
- internal requirements
- health and safety requirements
- external requirements.

Rauemi | Resources

- Business.govt.nz – [Resource Library](#).
- MBIE (Ministry of Business, Innovation & Employment) – [Small business and manufacturing](#).
- Small Business New Zealand (SBNZ) – [Growing New Zealand Businesses Together | Small Business New Zealand](#).

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Services Industry Skills Board
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Business > Business Operations and Development > Small Business
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0112

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	26 February 2026	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Services Industry Skills Board at qualifications@servicesisb.nz to suggest changes to the content of this skill standard.