FIELD   BUSINESS

Review, Revision and Rollover, and Reclassification of *Management – Systems and Resources* **unit standards and** *Systems and Resources Management* **unit standard 18338 and new** *Project Management* **standards**

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This review report was first published in April 2009 and republished in February 2010.

In February 2010 it was republished following a request to correct an error in the **Summary of main changes** table on page 11. The level of new Unit 25219, Manage projects was changed from 5 to 4.

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Subfield	Domain	Id
Management	Management – Systems and Resources	7453-7454, 7457-7463, 8500-8506, 9738-9741
Operations and Development	Systems and Resources Management	18338

This report is in two parts. The first deals with the **Rollover and Revision** of some unit standards, and the second deals with the **Review** of other standards in the Management - Systems and Resources domain and lists the new Project Management standards.

Revision and Rollover, and Reclassification of *Management – Systems and Resources* **unit standards**

Subfield	Domain	Id
Management	Management – Systems and Resources	7453, 7459-7463, 8501-8502, 8504-8505, 9738-9740

NZQA National Qualifications Services (NQS) has completed the revision and rollover, and reclassification of the unit standards listed above.

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Date new version of report published   February 2010

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Date new versions published   April 2009

Planned review date   December 2013

Reason for the revision

As part of the review of the unit standards in domain Management – Systems and Resources (see below), it was decided that these unit standards should not be reviewed at this time, but rather that they should be held over until the strategic review of the unit standards in the destination domains, including Systems and Resources Management, planned to be completed by 2013. The issues raised by the potential review of these unit standards are, it was decided, best dealt with in a more strategic context.

Main changes resulting from the revision and rollover

These unit standards were revised and rolled over, and reclassified into new domains, as identified in the table below. Other changes include:
- adopting the new unit standard format

- deleting references to projects from unit standard 7453 and updating title to avoid any confusion with the new Project Management unit standards
- updating the entry information for unit standard 9738
- various minor editorial corrections.

Impact on existing provider accreditations and qualifications

See below.

Impact on Accreditation and Moderation Action Plan (AMAP)

AMAP 0113 has been updated to reflect the changes made to the standards.

Summary of main changes

All changes are in **bold**.

Id	Subfield	Domain	Title	Level	Credit
7453	Management **Business Operations and Development**	Management - Systems and Resources **Systems and Resources Management**	Sponsor and coordinate work activities and projects across organisational boundaries **Sponsor and coordinate work activities across organisational boundaries**	7	7
7459	Management **Business Operations and Development**	Management - Systems and Resources **Quality Management**	Develop, manage, and evaluate improvements to products, services, and systems	6	10
7460	Management **Business Operations and Development**	Management - Systems and Resources **Quality Management**	Develop, implement and review quality management system	7	10
7461	Management **Business Operations and Development**	Management - Systems and Resources **Systems and Resources Management**	Plan procurement of material, plant and equipment supplies	6	10
7462	Management **Business Operations and Development**	Management - Systems and Resources **Systems and Resources Management**	Secure tenders, negotiate, and monitor contracts for supply or maintenance of materials, plant, and equipment	6	10

Id	Subfield	Domain	Title	Level	Credit
7463	Management **Business Operations and Development**	Management - Systems and Resources **Systems and Resources Management**	Maintain and control the use of material, plant, and equipment resources	6	7
8501	Management **Business Environment**	Management - Systems and Resources **Business Culture and Environment**	Develop initiatives for innovation management	7	12
8502	Management **Business Operations and Development**	Management - Systems and Resources **Quality Management**	Develop initiatives for managing improvement and change processes	7	12
8504	Management **Financial Management**	Management - Systems and Resources **Financial Skills**	Establish and improve financial control systems	6	7
8505	Management **Financial Management**	Management - Systems and Resources **Financial Skills**	Set, control, and justify budgets	6	5
9738	Management **Business Operations and Development**	Management - Systems and Resources **Systems and Resources Management**	Explain and apply principles and practices of operations management	5	15
9739	Management **Business Operations and Development**	Management - Systems and Resources **Systems and Resources Management**	Explain and apply work study and design methodologies	5	7
9740	Management **Business Environment**	Management - Systems and Resources **Business Culture and Environment**	Explain and apply principles and practices for innovation, entrepreneurship, and intrapreneurship	5	5

Review and reclassification of *Management – Systems and Resources* unit standards

Subfield	Domain	Id
Management	Management – Systems and Resources	7454, 7457, 7458, 8500, 8503, 8506, 9741
Operations and Development	Systems and Resources Management	18338

NZQA National Qualifications Services (NQS) has completed the review and reclassification of the unit standards listed above.

Date new versions published   **April 2009**

Planned review date   **December 2013**

Summary of review and consultation process

NQS decided in 2004 that a review of domain Management – Systems and Resources was warranted due to:
• Mixed usage of the standards, with some of the standards showing very little use.
• The standards had not been reviewed since registration, mostly in 1996 and 1997.
• The need to ensure the standards are consistent with the requirements of the current business environment.
• Feedback from the NQS Business and Management Advisory Steering Group (ASG), and from the Business New Zealand Training Managers Network that a review of the standards in subfield Management should be a priority.
• Feedback received from the sector recommending changes.

The review panel and consultation network included representation from university and polytechnic business schools, MQS Māori Business and Management Whakaruruhau, industry training managers, workplace assessors, NZQA moderators, business consultants, a range of tertiary providers, Industry Training Organisations, business networks, relevant government agencies, and the NQS Business and Management network. The review panel met several times through 2005-8 and unit standard review drafts were circulated widely for consultation. All feedback received was considered by the review panel and has informed the new versions. Industry Training Organisations whose qualifications were affected by the review of the standards were notified of review outcomes.

This review is one of several to take account of the structural review of field Business. As a result of considerable work and sector consultation by the Business and Management ASG since 2004, subfield Management was designated as lapsing, and two new subfields were registered in August 2006.

The standards in this domain have been reclassified as identified in the table below.

Main changes resulting from the review

- All standards have been reclassified into various domains as identified in the table below.
- The title, elements, and performance criteria of reviewed standards have been changed where necessary to better reflect intended outcomes and requirements for assessment evidence, and so to promote quality assessment.
- Special notes have been amended, where necessary to clarify the context for assessment.
- Where appropriate, restrictive ranges have been made more flexible or removed.
- Terminology has been updated.
- Credit values have been increased for standards 7454 and 8506, to better reflect time needed for learning and assessment.
- The level has been increased from 5 to 6, for standards 7454 and 9741 to better reflect the content of the unit standard.
- Unit standard 7454 has been designated expiring in the context of the registration of a suite of new unit standards in Project Management. There is no formal replacement for 7454. A list of the Project Management unit standards is added at the end of this report.
- Unit standard 18338 has also been designated expiring in the context of the new Project Management unit standards. There is no formal replacement for 18338. A list of the Project Management unit standards is added at the end of this report.
- Unit standard 7457 has been designated expiring. Unit standard 25463 is suggested as an alternative replacement, as it deals with similar outcomes more relevantly to the intended audience and at a better level.
- Unit standard 8500 has been designated expiring and will not be replaced.
- New unit standard 25666 has been developed; refer to the table at the end of this report.

Unit standards categorised as category D expire at the end of December 2012.

Impact on existing provider accreditations

Current Accreditation for			Accreditation extended to		
Nature of accreditation	Classification or Id	Level	Nature of accreditation	Classification or Id	Level
Field	Business	5	Unit standard	9741	6
Subfield	Management	5	Domain	Business Culture and Environment	5
			Domain	Financial Skills	5
			Domain	Project Management	5
			Domain	Systems and Resources Management	5
			Unit standard	25463	5
			Unit standard	9741	6
Subfield	Management	6	Domain	Financial Skills	6
			Domain	Project Management	5
			Domain	Quality Management	6
			Domain	Systems and Resources Management	6
			Unit standard	25463	5
Subfield	Management	7	Domain	Business Culture and Environment	7
			Domain	Project Management	5
			Domain	Quality Management	7
			Domain	Systems and Resources Management	7
			Unit standard	25463	5

Current Accreditation for			Accreditation extended to		
Nature of accreditation	Classification or Id	Level	Nature of accreditation	Classification or Id	Level
Domain	Management – Systems and Resources	5	Domain	Business Culture and Environment	5
			Domain	Financial Skills	5
			Domain	Project Management	5
			Domain	Systems and Resources Management	5
			Unit standard	25463	5
			Unit standard	9741	6
Domain	Management – Systems and Resources	6	Domain	Financial Skills	6
			Domain	Project Management	5
			Domain	Quality Management	6
			Domain	Systems and Resources Management	6
			Unit standard	25463	5
Domain	Management – Systems and Resources	7	Domain	Business Culture and Environment	7
			Domain	Project Management	5
			Domain	Quality Management	7
			Domain	Systems and Resources Management	7
			Unit standard	25463	5
Domain	Systems and Resources Management	4 and above	Domain	Project Management	4
Unit standard	7454	5	Domain	Project Management	5
Unit standard	18338	4	Domain	Project Management	4

Impact on Accreditation and Moderation Action Plan (AMAP)

AMAP 0113 has been updated to reflect the changes made to the standards.

Impact on existing qualifications

Qualifications that contain the revised and reviewed standards or classifications are tabled below.

Affected	The qualification lists a reviewed classification (domain or subfield) in an elective set
	The qualification lists a standard that has changes to level or credits
	The qualification lists a C or D category standard
Not materially affected	The qualification lists a standard that has a new title
	The qualification lists a standard that has a new classification

The following NZQA National Qualifications Services qualifications are affected by the outcome of this review and will be revised/reviewed in 2010. The items that generated the *Affected* status are in **bold**.

Qualification title	Classification or standard in the qualification
National Certificate in Quality Management [Ref: 0369]	7458, 7459, 7463, **8500**, 9738, 9739
National Diploma in Marketing with strands in General Marketing, Direct Marketing, International Marketing, Marketing Research, Sales Organisation and Management, Advertising, and Public Relations [Ref: 0424]	Management – Systems and Resources
National Certificate in Business (First Line Management) (Level 4) [Ref: 0649]	Management – Systems and Resources

Qualification title	Classification or standard in the qualification
National Certificate in Business (First Line Management) (Level 3) [Ref: 0743]	Management – Systems and Resources
National Certificate in Business (Level 4) (Introductory) or (Intermediate) [Ref: 0782]	Management – Systems and Resources
National Diploma in Business (Level 5) [Ref: 0783]	Management – Systems and Resources
National Diploma in Business (Level 6) [Ref: 0784]	Management – Systems and Resources

The following qualifications are also affected by the outcome of this review. The standard setting bodies (SSBs) have been advised that they require revision. The items that generated the *Affected* status are shown in **bold**.

Qualification title	Classification or standard in the qualification	SSB Name
National Diploma in Tourism (Management) (Level 5) [Ref: 0473]	**Management – Systems and Resources**	Aviation, Tourism and Travel Training Organisation
National Diploma in Casino Gaming with strands in Casino Gaming Management, and Casino Inspection and Monitoring [Ref: 0671]	8503	
National Certificate in Poultry Management (Level 4) [Ref: 1156]	8503, 8505	Agriculture Industry Training Organisation
National Diploma in Engineering (Level 6) with strands in Mechanical Engineering, Production Engineering, and an optional Practical Endorsement strand [Ref: 0534]	7459, 7461, 8505	Competenz
National Certificate in Refrigeration and Air Conditioning (Level 5) [Ref: 0720]	**7454**	
National Certificate in Heating, Ventilating, and Air conditioning (Mechanical Services) (Level 5) [Ref: 0897]	**7454**	
National Certificate in Electricity Supply (Front Line Manager) (Level 4) [Ref: 0856]	**7454**	Electricity Supply Industry Training Organisation
National Diploma in Contact Centre Management (Level 5) [Ref: 0974]	**9741**	ElectroTechnology Industry Training Organisation
National Certificate in Electrical Equipment (Level 3) [Ref: 1649]	**18338**	
National Certificate in Offender Management (Level 5) [Ref: 0975]	7458	
National Certificate in Security Management (Supervision) (Level 5) [Ref: 0561]	**Management – Systems and Resources**	
National Diploma in Security Management (Level 6) [Ref: 0562]	**Management – Systems and Resources**	
National Certificate in Fire and Rescue Services (Vegetation) (Level 5) [Ref: 1184]	**Management – Systems and Resources**	Fire and Rescue Services Industry Training Organisation
National Diploma in Wood Manufacturing (Level 5) [Ref: 1067]	9739	Forest Industries Training and Education Council (FITEC)

Qualification title	Classification or standard in the qualification	SSB Name
National Diploma in Hospitality (Business Management) (Level 5) [Ref: 0883]	**Management – Systems and Resources**	Hospitality Standards Institute
National Diploma in Hospitality (Operational Management) (Level 5) with strands in Kitchen Management; Food and Beverage Management; Rooms Division Management; and Functions Management [Ref: 1245]	7458, 8503	
National Certificate in Hospitality (Food Services) (Level 4) [Ref: 1424]	8503	
National Diploma in Professional Practice in Design and Construction Consultancy [Ref: 0586]	7459, **8506**, 9738, 9740	Infratrain
National Certificate in Civil Engineering - Asset Management (Operations) (Level 4) [Ref: 0760]	**7454**, 7458, 8503	
National Certificate in Rural Contracting (Management) with strands in Agrichemical Application, and Agricultural Contracting [Ref: 1003]	7462	
National Certificate in Supervision of Youth Development Programmes (Conservation Corps and Youth Service Corps) [Ref: 0907]	**7454**	Learning State (trading name of the Public Sector Training Organisation)
National Certificate in Public Sector Services (Prison Instruction) (Level 4) [Ref: 1095]	7458	
National Certificate in Public Sector Services (Field/Community Advisors) [Ref: 1106]	**7454**	
National Diploma in Public Sector Services (Procurement) [Ref: 1137]	**7454**	
National Diploma in Public Sector Services (Level 5) with strands in Administration of Revenue Law, Adult Education and Training, Border Management, Careers Practice, Courts Practice, Ecological Management, Intelligence Analysis, Mediation, Public Sector [Ref: 1155]	**7454**, 8505	
National Diploma in Public Sector Management (Leadership Development) (Level 6) [Ref: 1419]	7453, **7454**, **7457**, 7459, 7460, 7461, 7462, 7463, **8500**, 8501, 8502, 8504, 8505	
National Certificate in Compliance and Regulatory Control (Local Government Committee Management) [Ref: 0959]	**7454**	Local Government Industry Training Organisation
National Certificate in Compliance and Regulatory Control (Rates Management) [Ref: 1238]	**7454**	
National Certificate in Equine (Racecourse Management) (Level 4)[Ref: 0653]	**7454**	NZ Equine Industry Training Organisation

Qualification title	Classification or standard in the qualification	SSB Name
National Diploma in Extractive Industries (Management) with strands in Surface Extraction, and Underground Extraction [Ref: 0806]	7462	NZ Extractive Industries Training Organisation
National Diploma in Drilling - Hydrocarbon (Rig Manager, Tool Pusher) (Level 5) with strands in Off Shore Drilling, and On Shore Drilling [Ref: 1338]	7462	
National Certificate in Meat Processing (Level 4) with strands in Supervisory Management, and Risk Management [Ref: 0692]	**7454, 7457**	New Zealand Industry Training Organisation
National Diploma in Cranes (Management) (Level 6) [Ref: 1164]	**7454**, 7461, 7462, 7463	Opportunity - The Training Organisation
National Diploma in Plastics Processing Technology (Level 5) [Ref: 1004]	**7454, Management – Systems and Resources**	Plastics and Materials Processing Industry Training Organisation Incorporated
National Certificate in Meat Retailing (Management) [Ref: 0716]	**Management – Systems and Resources**	Retail Meat Industry Training Organisation Inc
National Diploma in Community Recreation (Programme and Event Management) (Level 6) [Ref: 0941]	**Management – Systems and Resources**	Sport, Fitness and Recreation Industry Training Organisation Limited
National Diploma in Community Recreation (Facility Management) (Level 5) [Ref: 1251]	**Management – Systems and Resources**	
National Certificate in Parks and Recreation (Park Ranger) [Ref: 1475]	**7454**	

Summary of main changes

All changes are in **bold**. Details of recommended alternative unit standards are in *italics*.

Key to review category
A Dates changed, but no other changes are made - the new version of the standard carries the same Id and a new version number
B Changes made, but the overall outcome remains the same - the new version of the standard carries the same Id and a new version number
C Major changes that necessitate the registration of a replacement standard with a new Id
D Standard will expire and not be replaced

Subfield Management
          Business Operations and Development
Domain   Management – Systems and Resources
          Systems and Resources Management

Id	Title	Level	Credit	Review Category
7458	Maintain compliance with policy, procedures and legal requirements **Maintain compliance with legal requirements and regulatory codes and standards**	5	5	B

Id	Title	Level	Credit	Review Category
8506	Identify, develop, review, and improve a management information system **Identify user information needs and recommend improvements to a workplace information system**	5	5 **7**	B
9741	Explain and apply principles and practices for the management of improvement and change **Demonstrate knowledge of change management**	5 **6**	10	B
25666	**Manage inventory and flow of materials in an organisation**	**5**	**7**	**New**

Subfield   Management
               Financial Management
Domain   Management – Systems and Resources
               Financial Skills

Id	Title	Level	Credit	Review Category
8503	Interpret and use financial data and reports for decision making **Interpret and use financial data and reports for decision-making**	5	5	B

Id	Subfield	Domain	Title	Level	Credit	Review Category
7454*	Management	Management - Systems and Resources	Plan, manage, and review projects	5	7	D
7457	Management	Management - Systems and Resources	Produce and implement operational policies and plans	6	10	D
25463	*Business Operations and Development*	*People Development and Coordination*	*Manage a plan to achieve organisational objectives*	5	10	

Id	Subfield	Domain	Title	Level	Credit	Review Category
8500	Management	Management - Systems and Resources	Design, review, and adapt structures and processes to deliver objectives	6	15	D
18338*	Business Operations and Development	Systems and Resources Management	Prepare and implement a project as a member of a project team	4	5	D

*7454 and 18338 – see following new unit standards

Subfield   Business Operations and Development
Domain   Project Management

Id	Title	Level	Credit	Category
25212	**Apply scope controls to a project**	**4**	**5**	**New**
25213	**Apply time management techniques to a project**	**4**	**5**	**New**
25214	**Apply cost management techniques to a project**	**4**	**5**	**New**
25215	**Apply quality management techniques to a project**	**4**	**5**	**New**
25216	**Apply human resource management approaches to a project**	**4**	**5**	**New**
25217	**Apply risk management techniques to a project**	**4**	**5**	**New**
25218	**Apply contract and procurement techniques to a project**	**4**	**5**	**New**
25219	**Manage projects**	**4**	**16**	**New**
25220	**Manage multiple projects**	**5**	**30**	**New**
25221	**Manage application of project integrative processes**	**5**	**8**	**New**
25222	**Manage project scope**	**5**	**6**	**New**
25223	**Manage project time**	**5**	**6**	**New**
25224	**Manage project costs**	**5**	**6**	**New**
25225	**Manage project quality**	**5**	**7**	**New**
25226	**Manage project human resources**	**5**	**7**	**New**
25227	**Manage project communications**	**5**	**7**	**New**
25228	**Manage project risk**	**5**	**8**	**New**
25229	**Manage project procurement**	**5**	**5**	**New**
25230	**Direct the scope of multiple projects in a programme**	**6**	**5**	**New**
25231	**Direct communications management of multiple projects in a programme**	**6**	**4**	**New**