**Field        Business**

**Review of *Business Operations and Development* unit standards**

| Subfield | Domain | ID |
|---|---|---|
| Business Operations and Development | Organisational Direction and Strategy | 7448, 7449, 18509, 25778, 27762, 27764-27771, 29046, 29047, 29049-29053, 29226 |
| | People Development and Coordination | 1987, 8495, 8498, 9735, 15190, 16614, 18336, 18337, 23394, 23396, 23397, 24874, 25450, 25451, 27557, 27558, 27563-27568, 29041-29044, 32346-, 32347 |

Ringa Hora Workforce Development Council has completed the review of the unit standards listed above.

**Date new versions published**                                **November 2025**

**Planned review date**                                            **December 2030**

**Summary**

Ringa Hora, in collaboration with industry and providers, has completed a scheduled review of the listed unit standards. This review was conducted between July – August 2025, with stakeholders contributing via online meetings and email feedback.

The 18 unit standards that were reviewed so providers can continue to use them. Industry confirmed they remain fit for purpose and aligned with current practices. 31 unit standards are being expired due to low or no usage, or because they were primarily used in programmes leading to the New Zealand Certificate and Diplomas in Business (Levels 3 to 6). These qualifications underwent a review during 2024-2025. Ringa Hora is currently developing skill standards to be listed under these domains, supporting the updated versions of the New Zealand Business qualifications, and other programmes.

**Main changes**

- Minor updates were made to Guidance Information to include link to Te Tiriti o Waitangi assessment materials for reviewed unit standards.
- 31 unit standards were expired without replacement.
- Title, outcome and performance criteria of unit standard 18337 were updated for clarity.
- Performance criterion 1.3 of unit standard 18336 was updated for clarity.
- Performance criterion 1.4 of unit standard 27567 was updated for clarity.

**Category D unit standards will expire at the end of December 2028.**

**The last date for assessment of superseded versions of Category B unit standards is 31 December 2028.**

**Impact on Consent and Moderation Requirements (CMR)**

Unit standards have been shifted from CMR 0113 to CMR 0112.

**Detailed list of unit standards – classification, title, level, and credits**

| 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 |

Business > Business Operations and Development > Organisational Direction and Strategy

| ID | Title | Level | Credit | Review Category |
|---|---|---|---|---|
| 7448 | Review and report on an organisation's performance against business plans and objectives | 6 | 10 | D |
| 7449 | Contribute to organisational strategy development | 4 | 5 | D |
| 18509 | Demonstrate knowledge of risk management in an organisation | 4 | 6 | B |
| 25778 | Develop a framework for applying risk management processes in an organisation | 6 | 10 | D |
| 27762 | Identify and explain influences on an organisation | 4 | 4 | D |
| 27764 | Envision a future for an organisation | 6 | 10 | D |
| 27765 | Demonstrate knowledge of influences on an organisation | 3 | 4 | D |
| 27766 | Demonstrate knowledge of the business life cycle | 4 | 4 | D |
| 27767 | Propose and justify a strategy for achieving an organisation's envisioned future | 6 | 6 | D |
| 27768 | Develop a strategic plan for an organisation's envisioned future | 6 | 8 | D |
| 27769 | Demonstrate knowledge of strategic processes in organisations | 4 | 5 | D |
| 27770 | Monitor the implementation of a strategic plan in an organisation | 6 | 7 | D |
| 27771 | Evaluate the effectiveness of a strategic plan for an organisation | 6 | 5 | D |
| 29046 | Lead and manage people to achieve a business entity's strategic goals | 6 | 30 | D |
| 29047 | Manage business activities to achieve a business entity's strategic goals | 5 | 30 | D |
| 29049 | Contribute to innovation and organisational change in a business entity in operational contexts | 5 | 20 | D |
| 29050 | Analyse the impact(s) of internal and external influences, and assess their consequence(s) for a business entity | 5 | 15 | D |
| 29051 | Apply broad business knowledge for strategic objectives in a business entity | 6 | 25 | D |
| 29052 | Contribute at a strategic level to innovation and organisational change within a business entity | 6 | 15 | D |
| 29053 | Contribute to a business entity's strategic objectives and strategic plan | 6 | 20 | D |
| 29226 | Apply risk management processes in an organisation | 5 | 6 | D |

Business > Business Operations and Development >People Development and Coordination

| ID | Title | Level | Credit | Review Category |
|---|---|---|---|---|
| 1987 | Develop strategies to establish and maintain positive workplace relationships | 5 | 5 | B |
| 8495 | Develop self to improve own performance in an organisation | 4 | 4 | B |
| 8498 | Develop strategies to manage conflict in an organisation | 5 | 5 | D |
| 9735 | Demonstrate knowledge of theory in relation to management in organisations | 6 | 10 | D |
| 15190 | Develop and implement a work plan for a team in an organisation | 4 | 10 | B |
| 16614 | Apply time management concepts and methods in business situations | 4 | 3 | B |
| 18336 | Demonstrate and apply knowledge of team-building skills | 4 | 5 | B |
| 18337 | Determine and co-ordinate training and/or development for a team<br>**Determine and co-ordinate training and development for a team** | 4 | 5 | B |
| 23394 | Plan for and carry out personnel selection in an organisation | 5 | 4 | B |
| 23396 | Demonstrate knowledge of performance management planning | 4 | 3 | B |
| 23397 | Plan and monitor performance of others in an organisation | 5 | 6 | B |
| 24874 | Demonstrate knowledge of performance management in an organisation | 3 | 4 | B |
| 25450 | Demonstrate skills in managing staff exit in an organisation | 5 | 5 | D |
| 25451 | Provide mentoring in an organisation | 5 | 5 | D |
| 27557 | Behave according to organisational requirements | 3 | 3 | B |
| 27558 | Manage professional and ethical behaviour of staff in a business operation | 5 | 5 | B |
| 27563 | Demonstrate knowledge of teams and team leadership in an organisation | 3 | 4 | B |
| 27564 | Demonstrate knowledge of leadership in an organisation | 4 | 8 | B |
| 27565 | Train colleagues in the workplace | 3 | 4 | B |
| 27566 | Monitor staff performance in an organisation | 4 | 5 | B |
| 27567 | Demonstrate knowledge of management of a change in an organisation | 4 | 4 | B |
| 27568 | Implement change in a work team | 5 | 4 | D |
| 29041 | Apply principles for effective performance within a team in a business context | 3 | 20 | D |
| 29042 | Develop objectives for a team in a business context | 3 | 15 | D |
| 29043 | Describe and compare different styles of team leadership in a business context | 3 | 10 | D |
| 29044 | Lead and manage people to achieve a business entity's operational objectives | 5 | 35 | D |
| 32346 | Develop a team environment and relationships to contribute to a business entity's objectives | 4 | 20 | D |
| 32347 | Lead team performance to contribute to a business entity's objectives | 4 | 20 | D |