## New Zealand Certificates in Small Business Level 3 and Level 4

This document only shows the graduate profile outcomes of the project management qualifications and unpacks why amendments to the graduate profile outcomes have occurred. Please refer to the qualification document for full review of changes.

### Level 3

The qualification has been repositioned to focus on “fundamentals setting up a business” to set clear expectations. The title, purpose, and wording of the graduate outcomes have been amended to reflect this view.

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| Graduate profile outcome | What do we mean | |
| **Overall** | **Unique to each outcome** |
| Identify small business opportunities that are relevant in terms of own abilities, interests, and preferences | * Business fundamentals and opportunity * Professional, ethical, and inclusive behaviour * decision making | * Small business opportunity evaluation * Feasibility assessment * Skillset: self-reflection, decision making on own skills |
| Assess the feasibility and viability of a small business opportunity | * Environmental scan / market research and analysis * Risk and finance and funding sources * Business ownership structure * Problem solving skills * Sustainability of opportunity |
| Assess the importance of business relationships with stakeholders for a small business | * Assessing the level of interest and influence / importance * Stakeholder relationships * DEI – diversity, equity, and inclusion * Communication skills |
| Behave professionally, ethically, and in an inclusive manner to contribute to the assessment of a small business. | * Value system * Te Ao Maori – dual worldview * Professionalism * DEI – diversity, equity, and inclusion * Communicating professionally in business context * Ethical – sustainability, compliance, ethical decision making and marketing |

### Level 4

The qualification has been repositioned to emphasize “building knowledge and skills to start their own or manage a business.” The title, purpose, and wording of the graduate outcomes have been amended to support this view.

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| **Graduate profile outcome** | **What do we mean** | |
| **Overall** | **Unique to each outcome** |
| Prepare a business plan for a small business that is suitable for external stakeholders | * Transferable skills of operating a business to working for someone else   + Technical skills * People skills (negotiation skills) * Affective (initiative, personal growth, etc) | * Business plan may include high-level summary finances, marketing, regulatory framework (government acts and local body frameworks), Health & Safety (workforce and operations), social responsibility, Objectives, vision, mission |
| Operate and manage a small business to improve business performance and meet stakeholder requirements | * Improving business performance on a daily basis and meeting stakeholder requirements may include but is not limited to ownership structure, finances, human resources and processes including employment relations, DEI, marketing, technology, sales, risk management, regulatory framework (government acts and local body frameworks), Health & Safety (workforce and operations), social responsibility * Objectives, vision, mission * Business disruption is risk – be flexible and respond, ability to manage and deal with disruption * Knowing what you need to operate – e.g. technology, outsourcing services * Communication * Negotiation process * Organisational management |
| Behave professionally, ethically, and in an inclusive manner to manage a small business | * Value system * Te Ao Maori – dual worldview * Manage a small business – dealing with people on an on-going basis * Embed all throughout the other topics |