

# Certificate in Applied Small Business Growth and Development (CABG)

**Tutor Training  
February 2014**



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## Introduction

- The CABG was mainly developed as the next step for graduates of the Certificate in Small Business Management (CSBM).
- The main purpose of the CABG is to assist taurua to actually implement business strategies in their business. These strategies may have been identified in the business plan from the CSBM.
- The CABG is also suited to:
  - Other people in business who want to move their business forward.
  - People who are not yet in business, but have developed a business plan and are ready to start their business.
- The programme is 0.67 EFTS (800 learning hours)



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## Entry Criteria

- A minimum of 16 years of age or over (*unless exemption has been granted*) at the commencement of the programme;
- A New Zealand citizen (or citizen of Australia, Tokelau, Niue, Cook Islands) or permanent resident; and
- Meet the eligibility, suitability for admission and external support criteria as outlined in the Programme's Pre Enrolment Guidelines.

\* Persons under age of 16 may be admitted if:

- Exempted from attending school by a person designated under sections 21 or 26 of the Education Act 1989; or
- An exemption certificate from a school principal from a school in which the taurua is registered is submitted; or
- Exempted from attending school by the Chief Executive of the Ministry of Education.



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## Pre-Enrolment Guidelines

- Demonstrate, via an interview/questionnaire, that they have a sound knowledge of their business and of what they want to achieve from it, the industry in which it operates, and they are both ready and committed to implement growth and / or development plans in their business.
- Meet at least one of the following 3 criteria:
  1. be a graduate of the Certificate in Small Business Management (CSBM) Level 4 or equivalent; and / or
  2. possess a suitable business plan that is available for review by the Kaitiaki (business mentor); and / or
  3. be already operating a business.
- Attend an Information Session;
- Meet the entry criteria;
- Be fully committed to completing the programme; and
- Not exceed the Study Load requirements.

*This programme is not available for international taurira.*


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## Study Load

- TWoA Programmes: Taurira must only enrol into 1 EFT (equivalent full-time) per year.
  - The CABG has an EFT value of 0.67.
  - Therefore, if you enrol in the CABG, you can only enrol in another TWoA programme in the same year if the EFT value is 0.33 or less.
- Other Tertiary Institutions: Taurira can enrol in up to 2 EFTs per year.
  - Therefore, if you enrol in the CABG you can only enrol in another non-TWoA programmes with an EFT value of 1.33 or lower in the same year.
  - However, enrolling in more than 1 EFTs per year is NOT recommended by TWoA. Therefore, if you enrol in the CABG and would like to enrol in other non-TWoA programmes with an EFT value of up to 1.33, make sure you will be able to cope with the study load for both programmes.


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## Fees & Costs

- There are NO fees or costs for the CABG
- All resources are provided free of charge
- Student Loans do NOT apply
- Taurira may apply for student allowances through StudyLink – [www.studylink.govt.nz](http://www.studylink.govt.nz)


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## The Programme Structure and Resources




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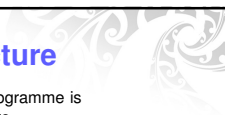
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## The Programme Structure

- One of the main difficulties with the programme is understanding the programme structure.
- Ideally, the programme would operate as one module. However, there was a need to cut it into smaller modules for programme approval processes.
- Furthermore, the way in which the programme needed to be split was not ideal.
- The result is that, a lot of the time, the Modules are delivered concurrently.



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## Modules

The CABG consists of 3 Modules:

1. Business Development Analysis
2. Business Implementation Projects
3. Business Reports and Presentations



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## Module 1: Business Development Analysis

The purpose of Module 1 is to:

- Establish a foundation on which you can base business development strategies; and
- Identify business development strategies appropriate for your business.



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## Module 1 Learning Outcomes

*By the end of this module tauira will be able to:*

1. Analyse the current position of a business.
2. Identify the desired future position of a business.
3. Identify internal and external problems, issues, challenges and opportunities for business development.
4. Develop and analyse strategies and goals to reach the desired position of a business.



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## Module 1 Learning Outcomes (cont.)

5. Identify projects and write project briefs to address business development needs.
6. Analyse a case study business by identifying, and suggesting solutions for, internal and external problems, issues and challenges.
7. Identify and evaluate opportunities for business development for a case study business.
8. Present an analysis of a case study business and facilitate a discussion relating to the analysis with peers.



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## Module 2: Business Implementation Projects

- The purpose of Module 2 is to implement projects in your business that will help you reach your business growth and development goals.
- Seminars on a variety of topics are delivered fortnightly to assist participants to implement projects and grow their business.



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## Module 2 Learning Outcome

*By the end of this module taura will be able to:*

1. Implement and monitor business development projects.



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## Module 3: Business Reports & Presentations

The purpose of Module 3 is:

- to evaluate, and report on, the success of the projects you implemented in your business; and
- to make recommendations as to the next steps in progressing growth and development in your business.



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## Module 3 Learning Outcomes

*By the end of this module tauira will be able to:*

1. Evaluate and report on business development projects implemented in a business.
2. Present a business development project to an audience.
3. Effectively participate in discussions relating to the content of a peer's presentation.



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## Programme Resources

### General Resources

- Te Manu Handbook and Diary
- Key Information Booklet
- 2 Folders and Jotter Pad

### Module 1 Resources

- Module Book
- Lesson Plan Workbook
- Indigenous Business Case Studies Book
- Seminar Handout – Writing Business Reports
- 2 Assessment Handouts



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## Programme Resources (cont.)

### Module 2 Resources

- Module Overview
- 1 Assessment Handout
- 13 Seminar Handouts

### Module 3 Resources

- Module Overview
- 2 Assessment Handouts
- 1 Seminar Handout – Presenting Business Information



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## Provision of Programme Resources

- Tairua resources are NOT all provided to tairua at the beginning of the programme. Instead they are distributed to tairua in two packs, when required.
- The Indigenous Business Case Studies Book will not be available for tairua to take home until week 3 of programme (allowing time for enrolments to be finalised and processed).
- When tairua receive resources for each module they are expected to sign a Tairua Commitment Form.
- Tairua who withdraw from the CABG within the first 10% of the programme (Early Withdrawal) are expected to return all programme resources to their Kaitiaki.



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## Assessment Schedule

- There are 6 assessments in the CABG.
- Module 1 Assessments
  - Assessment 1 (Business Development Analysis): Week 5
  - Assessment 2 (Project Briefs): Week 7
  - Assessment 3 (Business Case Study Analysis): Submitted in workshops from Week 8 through to Week 22
- Module 2 Assessment
  - Assessment 1 (Business Implementation Projects): Week 23
- Module 3 Assessments
  - Assessment 1 (Business Project Reports): Weeks 23 & 24
  - Assessment 2 (Presentation of a Business Development Project): Weeks 23 & 24

Templates are available for all assessments except M3A2



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## Credit Recognition & Transfer

- **Credit Transfer and Recognition of Prior Learning only apply to Module 1 of this programme. They do not apply to the practicum components (implementing the business projects or writing the corresponding reports).**
  - Credit Transfer (CT): a process where credit already gained at another institution is recognised for a qualification within TWoA.
  - Recognition of Prior Learning (RPL): a process whereby a tairua may be granted academic credit based on prior formal and non-formal learning and experiences. This may include previous courses / programmes of study, work or life experiences. The process involves the assessment of evidence which must be able to demonstrate the learning outcomes of the credit sought.
- **Cross Credit (CC) does not apply at all. CC is a process where the same module from an alternative programme within (or external to) TWoA is recognised for another programme within TWoA.**



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## Credit Recognition & Transfer (cont.)

- If taurira want to apply for credit recognition for Module 1 of the CABG, they need to notify you ASAP (usually at least 6 weeks before the start date of the programme).
- They will need to complete an application form to be assessed by TWoA before commencing the programme.
- Taurira will be required to submit evidence with your application. Evidence submitted must correlate with the learning outcomes, assessment criteria, levels and credit value in the Module. That is, they must supply evidence to show they have achieved each learning outcome in Module 1 of the CABG. The work performed must be at a level 5 and involve requirements highly similar to those required in the CABG.
- In addition, they may need to participate in a 'current competency assessment' during the selection interview to ensure they have achieved competency in these particular learning outcomes.



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## Hours of Contact Learning

- Total of 90 hours
- 66 hours: the regular 3 hour meetings.
  - Weeks 1 to 5: Dedicated to Module 1
  - Week 6: Introduction to Module 2
  - Fortnightly from Week 7 to Week 21: Module 2 Seminars
  - Fortnightly from Week 8 to Week 22: The first hour is dedicated to Module 1 (Case Study Workshops) and the remaining two hours is for Module 2 Business Implementation (support) workshops.
- 12 hours: Module 3 Workshops in Weeks 23 and 24.
- 12 hours: Entitlement to one-on-one mentoring with the Kaitiaki.



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## Hours of Directed (At Home) Learning

- Module 1 involves 200 learning hours.
  - 26 hours relate to contact learning
  - 174 are directed (at home) learning hours:
    - 8 hours per week in Weeks 1 to 4 for lesson review and preparation
    - 3.5 hours of readings to prepare for each of the 8 workshops
    - 114 hours to complete assessments – as directed in lesson plans.
- Module 2 involves 400 learning hours.
  - 50 hours relate to contact learning
  - 350 are directed (at home) learning hours, all of which are devoted to the two business implementation projects
  - Average of 175 hours per project.
  - Works out at 20.6 hours per week, or 10.3 hours per week on each project.



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## Hours of Directed (At Home) Learning

- Module 3 involves 200 learning hours.
  - 14 hours relate to contact learning
  - 186 are directed (at home) learning hours, all of which are devoted to assessment completion
  - Average of 23.25 hours per week from Weeks 17 to 24, but tauira should be encouraged to start working on the assessments earlier.



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## Overview of Timetable

- Total of 24 weeks.
- From Week 1 through to Week 22 of the programme, tauira regularly meet with their Kaitiaki and peers once a week for 3 hours.
- In Weeks 23 and 24 there are two 3-hour workshops per week.
- Modules are delivered concurrently for most of the programme:
  - Weeks 1 to 5: Module 1 only
  - Weeks 6 to 22: Modules 1, 2 and 3
  - Weeks 23 and 24: Module 3 only
- You are to provide tauira with a copy of the timetable prior to you starting the programme.



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## Module 1 Timetable

- Weeks 1 to 5 are entirely dedicated to Module 1.
- In Weeks 1 to 4 tauira will be working through the content of the Module book. This relates to Assessment 1 in which tauira analyse their businesses to identify key issues they need to solve.
- In Week 5 tauira will be introduced to Assessment 2 (writing their Project Briefs) and Assessment 3 (the Case Study Analysis)
- In Week 5, a seminar will also be delivered on the topic of how to write business reports. Tauira need this information for several of the remaining assessments.



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### Module 1 Timetable (cont.)

- The remaining hours for Module 1 relate to the workshop times in which taura will present their case study analyses for Assessment 3.
- These workshops are scheduled fortnightly in weeks 8, 10, 12, 14, 16, 18, 20 and 22.
- These are NOT separate meeting times for taura. The workshops are simply the first hour of the regular 3 hour class time in these weeks. The remaining 2 hours are devoted to Module 2 workshops.
- Make sure you are familiar with the Module 1 Lesson Plan Workbook, particularly Pages 17 to 19.



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### Module 2 Timetable

- Refer to Page 7 of the Module Overview for Module 2
- The Module runs from Week 6 to Week 22 of the programme (17 weeks total).
- Taura continue to meet with their Kaitiaki and peers for 3 hours every week. The majority of this time will be dedicated to this Module.
- A one-hour introduction to this Module will be given in Week 6. The other 2 hours of regular meeting time will be devoted to Module 3.



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### Module 2 Timetable (cont.)

- In Weeks 7, 9, 11, 13, 15, 17, 19 and 21, seminars (three hours in length) will be held. There are a variety of topics for taura to choose from.
- In alternating weeks (Weeks 8, 10, 12, 14, 16, 18, 20 and 22), 2-hour workshops will be held. The other 1 hour of regular meeting time will be devoted to Module 1.
- There is some flexibility in the content of these contact hours. You may, for example, choose to hold more seminars close together near the start of the module, and more workshops in later weeks (or vice versa).



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### Module 3 Timetable

- Refer to Page 9 of the Module Overview for Module 3
- The Module runs from Week 6 to Week 24 of the programme (19 weeks total).
- A one-hour introduction to this Module will be given in Week 6. This will be followed by a one-hour seminar on the topic of 'Presenting Business Information'.



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### Module 3 Timetable (cont.)

- Weeks 23 and 24 are devoted entirely to this Module.
- There will be four 3-hour presentation workshops over these last two weeks. You are to inform taura of the dates and times.
- Although there are no contact learning hours especially dedicated to Module 3 from Weeks 7 through to 22, it is highly recommended that some of the Module 2 Workshop time is spent helping taura to write their reports for Module 3.
- Taura need to be encourage to commence writing reports as soon as possible (by Week 17 at the latest). Even if they are still implementing projects, there are some parts of each report that they will be able to work on.
- A template is available for taura for the report.



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### Mentoring Hours

- All hours of class learning time have been described on the previous slides.
- There are also 12 more hours of contact learning.
- These hours are devoted to mentoring. All taura are entitled to meet with you individually for 12 hours over the period of the programme.
- 3 hours of this should be devoted to Module 1
- The remaining 9 hours should be allocated to Module 2



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**Quiz**



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**Question 1**

Module 3 involves 200 learning hours, of which 186 are at-home hours.

In what week should taura start completing these hours?



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**Question 2**

What is the EFTS value of the CABG?



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### Question 3

How many Lesson Plan Workbooks are in the resources?



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### Question 4

In which week are taurira allowed to take the Case Studies book home?



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### Question 5

There are 90 hours of contact learning in the CABG.  
66 of these hours are allocated to the regular 3 hour meetings from weeks 1 to 22.

12 hours are allocated to mentoring.

What are the remaining 12 hours allocated to?



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### Question 6

What is the average number of at-home hours, in total, for each of the two projects?

Hint: There are 400 learning hours in Module 2, of which 50 are allocated to contact learning.



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### Question 7

There are 6 assessments in the CABG. Four of these directly relate to the projects.

Describe each of these 4 assessments.



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### Question 8

Which weeks of the programme are entirely dedicated to delivering the content of the Module 1 book?



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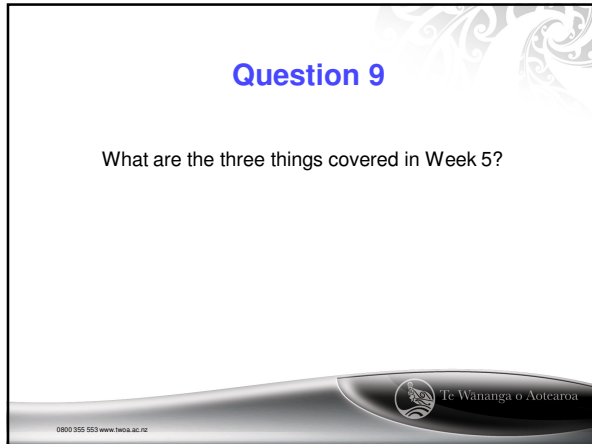
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### Question 9

What are the three things covered in Week 5?



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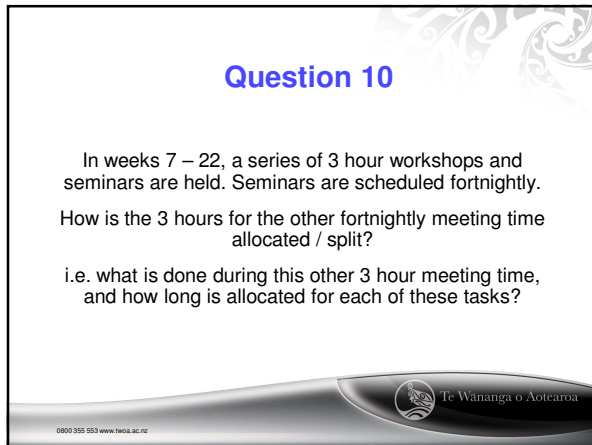
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### Question 10

In weeks 7 – 22, a series of 3 hour workshops and seminars are held. Seminars are scheduled fortnightly.

How is the 3 hours for the other fortnightly meeting time allocated / split?

i.e. what is done during this other 3 hour meeting time, and how long is allocated for each of these tasks?



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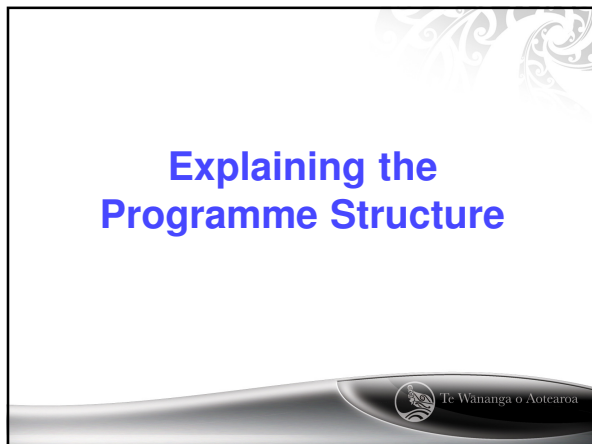
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## Explaining the Programme Structure



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## Information Given at Info Seminar

- The Information Seminar outlines the 3 Modules, the hours involved, and the fact that Modules are sometimes delivered concurrently.
- Do NOT go into further detail explaining the way the structure of the programme as this is likely to be confusing for taura.
- Instead, tutors need to emphasise to taura that the programme should be viewed as one course, in which taura meet once a week, for 3 hours per week, until the last 2 weeks in which they meet twice per week.
- Taura do not need to be concerned with understanding the way the Modules are divided.
- A copy of the Information Seminar presentation is given in the Tutor Guide.



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## The First Night of Class

- On the first night of class you are required to go through an Induction Presentation with taura. This will cover a lot of the same information as was in the Information Seminar presentation.
- Again, at this stage do not spend too much time explaining the way the Modules are divided.
- Before starting on the Module 1 content, refer taura to pages 14 & 15 of the Key Information Brochure.
- This contains a diagram which shows how all of the assessments fit in together.
- Tell taura that this is the way they should view the programme - as one process, whereby you will just work from Step 1 through to Step 5.
- Again, tell taura that they do NOT really need to understand the way this process has been cut up into Modules.



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## Explaining Module 1

- The Lesson Plan Workbook for Module 1 explains when the hours of learning for this Module will take place.
- Point out there is no Lesson Plan Workbook for Modules 2 and 3. Instead, these Modules have a Module Overview.
- In weeks 1 to 5 of the programme, taura will only be covering Module 1 material.
- However, Assessment 3 of Module 1 is covered throughout the most part of the remainder of the programme. Let taura know this early on, but do not try explaining the way the hours are divided until Week 5.



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## Explaining M1A3

- In Week 5, you will introduce Assessment 3 of Module 1 (M1A3).
- For this assessment, taura will analyse a case study from the text book and will present their analysis to the class. They can do this in pairs if they want.
- At this stage you will need to tell taura the nights on which case studies will be delivered so they can choose which case study and night they would like to deliver.
- Develop a list that shows what nights each case study will be delivered and who will be delivering it. Provide a copy to each taura in the class so that everyone can prepare by reading the relevant case study before class.



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## Week 6

- In Week 6, Modules 2 and 3 are introduced. It is at this stage that you should explain the way that the hours will be divided between Modules 1, 2 and 3 for the rest of the programme.
- While doing this, always emphasise that the main thing they need to know is that they will continue to meet with you once per week until the last two weeks of the programme.
- It may be a good idea to tell taura that you will let them know each week what they will be covering the following week.
- Sending a regularly weekly email will also be helpful.
- Also remind taura to refer to their list which you will develop with them in Week 5 so that they know when the case studies will be presented.



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## Business Implementation Projects



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## Introduction

- Tairā spend the majority of the CABG developing and implementing projects in their business to help take their business forward.
- These projects are identified in Module 1, implemented in Module 2 and reported on in Module 3.
- Tairā should be encouraged to refer to the diagram on pages 14 and 15 of their Key Info Booklet.



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## Project Size

- Project size specifications:
  - Aim to identify projects which will involve an average of 175 hours each to implement and write progress reports for.
  - Works out to be 10.3 hours per week on each project over 17 weeks (weeks 6 – 22).
  - Minimum time commitment for a project is 50 hours AND the total number of hours required across both projects must be approx. 350 hours.



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## Types of Projects

- Refer to Page 5 of M1A2 Handout
- Also refer to the 'Past Projects' handout



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## Project Assessments

Four of the six assessments in the CABG directly form part of the business projects.

This includes 1 assessment from Module 1, plus all assessments in Modules 2 and 3:

- Module 1 Assessment 2: Project Briefs
- Module 2 Assessment 1: Business Implementation Projects
- Module 3 Assessment 1: Business Project Reports
- Module 3 Assessment 2: Presentation of a Business Development Project

Templates are provided for the first 3 assessments (plus M1A1 and M1A3)



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## Module 1 Assessment 2: Project Briefs

- Taura identify 2 projects that will aid in the growth and development of their business.
- Projects should address key issues identified in Assessment 1 and / or take advantage of opportunities identified in Assessment 1.
- Write a project brief for BOTH of the projects.
- DUE: Week 7 at latest – taura are to aim to submit by Week 6 so they can commence implementing the projects (for Module 2) as early as possible.



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## Module 2 Assessment 1: Business Implementation Projects

- This is the only assessment for the Module.
- Taura are not to proceed until you have given the 'go ahead' based on their Project Briefs (M1A2).
- Taura implement both projects by following their action plans, making amendments if required.
- Two progress reports are to be prepared per project.
- DUE: Week 23 at latest. However, it is recommended that the assessment is submitted shortly after the last 'review date' for either of the projects, as this is when the written component of the assessment will be completed (i.e. on completion of the last progress report). This is likely to be well before Week 23.



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### Module 3 Assessment 1: Business Project Reports

- Covers Learning Outcome 1.
- Write a final report for EACH of the 2 projects.
- If, after spending the required amount of time on a project, taura do not finish it, they may choose to write their report based on what they have implemented.
- When this assessment was moderated it was found that reports were often lacking in substance. As a result, the marking schedule has since been altered so it is now compulsory for reports to be the length stated in the assessment instructions.



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### Module 3 Assessment 2: Presentation of a Business Development Project

- Covers Learning Outcomes 2 and 3.
- Taura are to develop and deliver a 25 minute presentation on the subject of one of the two business projects.
- Allow 10-15 minutes for the presentation, and the remaining time for class discussions.
- Taura may choose to not present all components of a project (if confidentiality is an issue).



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### Business Implementation Workshops

- 16 hours total
- 2 hours per fortnight (some flexibility with scheduling)
- Follow on from the 1-hour Case Study Workshops (weeks 8 – 22).
- Opportunity for taura to discuss and work on projects with your support and the support of their peers.
- Suggest that taura work on reports (M2A1 and M3A1) during this time. I.e. completing templates provided.
- An opportunity for you to monitor hours being spent on projects.
- Some taura may request that an additional seminar is held at these times or that a guest speaker is invited.



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### Module 3 Presentation Workshops

- Hold four 3-hour presentation workshops over these last two weeks.
- If 20 tauira, that is 5 tauira per night.
- You are to inform tauira of the dates and times.
- Consider method of scheduling tauira presentations.
- Find a way to motivate tauira to attend all workshops to support their peers.
- If there are less than 20 tauira, consider reducing the number of workshops to get higher attendance at each one.



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### Mentoring

- Throughout entire programme, tauira entitled to 1 hour of one-on-one mentoring per fortnight.
- This is 12 hours for the programme.
- It is recommended that 9 hours are devoted to Module 2.
- Tauira need to supply you with progress reports for each of their projects prior to their scheduled mentoring times, so you have an opportunity to review their progress and prepare feedback and suggestions.
- Mentoring NOT advice



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### Seminars and Case Study Workshops



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## Module 1 Case Study Workshops

- Workshops are scheduled fortnightly in weeks 8, 10, 12, 14, 16, 18, 20 and 22.
- Case studies are dated, but that shouldn't affect the analysis.
- If a business is no longer trading, this is a good opportunity to discuss what taura would have done differently.
- Remember - these are NOT separate meeting times for taura.
- Motivate other taura to read the case studies which they are not delivering so they can have a decent class discussion. Alternatively, identify 'key' sections for them to read.
- Taura may work in pairs.



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## Module 2 Seminar Topics

Taura will select 8 of the following 13 topics:

- |                            |                                 |
|----------------------------|---------------------------------|
| ▪ Applying for Finance     | ▪ Managing Staff                |
| ▪ Brand Development        | ▪ Market Research               |
| ▪ Business Taxation        | ▪ Product Distribution          |
| ▪ Consumer Behaviour       | ▪ Proposals and Tenders         |
| ▪ Cost-Effective Promotion | ▪ Setting up an Online Business |
| ▪ Employment Law           | ▪ Workplace Safety              |
| ▪ Financial Planning       |                                 |



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## Scheduling & Delivering Seminars

- Taura may choose which 8 seminars to be delivered.
- They may choose to cover more.
- Try to find a way to prioritise which order seminars are delivered.
- Some flexibility about timing – may choose to swap with some of the Module 2 workshop time (e.g. cover more seminars earlier).
- Be wary about handing out the seminar handouts before the seminar – it may be difficult to encourage attendance.
- If a taura needs a particular seminar earlier than it is delivered, you may choose to give it to them.
- An opportunity for guest speakers.



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