REPUBLIC OF KENYA

COMPETENCY-BASED MODULAR CURRICULUM

FOR

ACCOUNTANCY

KNQF LEVEL 6

(CYCLE 3)

PROGRAM CODE: 0411 551A

TVET CDACC
P.O. BOX 15745-00100
NAIROBI

UNIT CODE: 0413 551 04A

TVET CDACC UNIT CODE: BUS/CU/AC/CC/05/6/MA

Duration of Unit: 100 Hours

Relationship to occupational standards

This unit addresses the unit of competency: Apply Management Skills.

UNIT DESCRIPTION

This unit describes competencies required to effectively apply management principles in the workplace. It covers applying planning principles, organizing principles, directing principles and coordinating principles.

Learning outcomes

S/NO	ELEMENTS	DURATION (HOURS)
1	Apply planning principle	**25**
2	Apply organizing principle	**25**
3	Apply directing principle	**25**
4	Apply coordinating principle	**25**
TOTAL		**100 HOURS**

Learning Outcomes, Content and Suggested Assessment Methods

Learning Outcome	Content	Suggested Assessment Methods
1. Apply planning principle	1.1 Goals and objectives 1.1.1 Innovation and adaptability 1.1.2 Customer satisfaction 1.1.3 Employee	• Practical assessment • Project • Portfolio of evidence • Third party reports • Written tests • Oral questions

	engagement and development	
	1.1.4 Achieve sustainable growth	
	1.1.5 Ensure financial growth and profitability	
	1.1.6 Identify opportunities for growth and diversification	
	1.2 Work plans	
	1.2.1 Creating timelines	
	1.2.2 Break down the project into specific tasks	
	1.2.3 Identifying resources required	
	1.2.4 Identifying potential risks and challenges	
	1.2.5 Process for seeking approvals	
	1.3 Monitoring of work progress	
	1.4 Principles of planning	
	1.4.1 Vision and mission	
	1.4.2 Data-driven decision making	
	1.4.3 Flexible plans	
	1.4.4 Transparency in decision making	
	1.4.5 Fair and equitable decision making	
	1.5 Steps in planning process	
	1.6 Barriers to planning	

	1.7 Guidelines to avoiding barriers
	1.8 Management by objectives
	1.9 Types of plans
	    1.9.1 Tactical plans
	    1.9.2 Strategic plans
	    1.9.3 Operational plans	

2. Apply organizing principle	2.1 Office goals and objectives
	2.2 Office tasks and responsibilities
	2.3 Monitoring of progress
	2.4 Process of organization
	2.5 Organizing components
	2.6 Authority and responsibility
	2.7 Organization structures
	    2.7.1 Product line structure
	    2.7.2 Matrix structure
	    2.7.3 Geographical-based structure
	2.8 Delegation
	2.9 Centralization and decentralization
	2.10 Principles of organization
		• Practical assessment
		• Project
		• Portfolio of evidence
		• Third party reports
		• Written tests
		• Oral questions

3. Apply directing principle	3.1 Orders and instructions 3.2 Staff Supervision 3.3 Exchange of opinions and ideas 3.4 Characteristics of successful leaders 3.5 Leadership roles 3.6 Theories 3.7 Leadership styles	• Practical assessment • Project • Portfolio of evidence • Third party reports • Written tests • Oral questions

	3.7.1 Bureaucratic leadership 3.7.2 Charismatic leadership 3.7.3 Situational leadership 3.7.4 Autocratic leadership 3.8 Communication structures	
4. Apply coordinating principle	4.1 Work schedules creation 4.2 Roles and responsibilities 4.3 Rewards and recognition	• Practical assessment • Project • Portfolio of evidence • Third party reports • Written tests • Oral questions

Suggested Methods of Instruction

- Demonstration
- Practical work by trainee
- Fieldwork and benchmarking
- Group discussions
- Role plays
- Case studies

Recommended Resources for 25 trainees

S/No.	Category/Item	Description/ Specifications	Quantity	Recommended Ratio (Item: Trainee)
A	**Learning Materials**			
1.	Charts	• Flip Charts	5	1:6

		• Rules and Regulations		
2.	External Storage Media	Flash disks, Compact Disks; Re-Writable	5	1:6
3.	Smart board (Where Applicable)	LCD or projector	1	1:30
4.	Whiteboard	Glass, melamine, porcelain	1	1:30
B	**Learning Facilities & Infrastructure**			
1.	Lecture/Theory Room	(9* 8 sq. metres)	1	1:30
2.	Internet Connection	System	1	1:30
C	**Consumable Materials**			
1.	Markers	Whiteboard markers and permanent Markers	5	1:6
2.	Printing Papers	Sizes A4, A3, A2 etc	5 reams	1:6
D	**Tools And Equipment**			
1.	Desktops	Any model	30	1:1
2.	Printer	Inkjet, LaserJet	2	1:15
3.	Computers Software:	•Windows/Linux/Macintosh Operating System •Microsoft Office Software •Google Workspace Account Antivirus Software	1	1:1

References

- Organization operating procedures
- Industry/workplace codes of practice
- Text books

- E-learning resources
- Occupational standards