

22299VIC Course in Building Business Capability in Asia

Accredited for the period: 1st January, 2016 to 31st December, 2020 under
Parts 4.4 and 4.6 of the *Education and Training Reform Act 2006*

Course Documentation



Version 1		Original Accreditation
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Section A: Copyright and course classification information

1. Copyright owner of the course	Copyright of this document is held by the Department of Education and Training (DET) Victoria © State of Victoria 2016
2. Address	<p>Department of Education and Training (DET) Higher Education and Skills Group</p> <p>Executive Director Training Participation and Facilitation Division PO Box 4367 Victoria, 3001</p> <p>Organisational Contact:</p> <p>Manager Training Products Higher Education and Skills Group Telephone: (03) 9637 3688</p> <p>Day to day contact:</p> <p>Business Industries Curriculum Maintenance Manager Chisholm Institute PO Box 684, Dandenong, Victoria, 3175 Ph: (03) 9238 8501</p> <p>email: alan.daniel@chisholm.vic.edu.au</p>
3. Type of submission	This course is being submitted for accreditation.
4. Copyright acknowledgement	Copyright of this material is reserved to the Crown in the right of the State of Victoria. © State of Victoria (Department of Education and Training) 2016.
5. Licensing and franchise	<p>This work is licensed under a Creative Commons Attribution – NoDerivs 3.0 Australia licence: http://creativecommons.org/licenses/by-nd/3.0/au/. You are free to use, copy and distribute to anyone in its original form as long as you attribute the, Department of Education and Training as the author, and you license any derivative work you make available under the same licence.</p> <p>Request for other use should be addressed to:</p> <p>Department of Education and Training Higher Education and Skills Group Executive Director Training Participation and Facilitation Division GPO Box 4367 Melbourne VIC 3001</p> <p>Copies of this publication may be downloaded, free of charge, from the Department of Education and Training website: http://www.education.vic.gov.au/training/providers/rto/Pages/courses.aspx#link100</p>

6. Course accrediting body	Victorian Registration and Qualifications Authority: http://www.vrqa.vic.gov.au	
7. AVETMISS information	<i>[Classification codes for AVETMISS data may be found on the NCVER website at www.ncver.edu.au]</i>	
	ANZSCO <i>(Australian and New Zealand Standard Classification of Occupations)</i>	139999 Specialist Managers nec
	ASCED code <i>(Field of Education)</i>	0803 Business and Management
	<i>National course code</i>	22299VIC
8. Period of accreditation	1 st January, 2016 to 31 st December, 2020	

Section B: Course information

1. Nomenclature		Standard 1 AQTF Standards for Accredited Courses
1.1 Name of the qualification/s	Course in Building Business Capability in Asia	
1.2 Nominal duration of the course	350 hours	
2. Vocational or educational outcomes		<i>Standard 1 AQTF Standards for Accredited Courses</i>
2.1 Purpose of the course	<p>The purpose of this course is to raise awareness about developing business capabilities in Asia for the Australian workforce. It will meet the needs of candidates conducting business in Asia and candidates who intend to conduct business in Asia. The course is to be designed with a view to support Australia's export market, which is highly valued by Asia (especially China).</p> <p>The key vocational outcomes are the development of:</p> <ul style="list-style-type: none"> • Asian business cultural capability • knowledge of risk and negotiation techniques to conduct business in Asia • preparing for workforce management and tailoring products and services for the Asian market. 	
3. Development of the course		<i>Standards 1 and 2 AQTF Standards for Accredited Courses</i>
3.1 Industry / enterprise/ community needs	<p>The development of this course was commissioned by the Department of Education and Training (Victoria) based on recommendations in the 'Food to Asia Action Plan' Report published by the Victorian government Department of Primary Industries, March 2014. The report, in the context of 'supporting the development of leadership, management and export skills', recommended examining the demand for a new intensive short course for current and future food sector leaders focused on understanding supply chains for export to Asia and developing insights into Asian markets.</p> <p>Over the last 20 years or so our growth has been driven by the urbanisation and industrialisation of Asia. Emerging economies, led by China, now account for the majority of global growth. This means that the way we conduct business has changed – we cannot be insular about with whom we conduct business.</p> <p>When describing the importance of conducting business in Asia, the Chief Executive Officer at ANZ, Mike Smith said: "we have to stop thinking about the risks of doing business in Asia and start thinking about the risks of not doing business in Asia."¹</p> <p>A market research study undertaken by Asialink Business focusses on the needs of industry. Asialink Business supports Australian business and organisations to build 'Asia capabilities and improve Australia's engagement with Asia'. The research study</p>	

¹ Mike Smith, Business Success in Asia: the eight lessons I've learned <https://www.linkedin.com/today/post/article/20130801095344-275552820-business-success-in-asia-the-eight-lessons-i-ve-learned>

	<p>was conducted to better understand the challenges and capability requirements of Australian businesses operating in Asia.</p> <p>The content of this course has been determined and endorsed by the Steering Committee comprising a majority of industry representatives through a range of consultative processes including:</p> <ul style="list-style-type: none"> ~ a group comprising a range of stakeholders including industry representatives and content experts ~ Asialink research ~ research by project team ~ working party of content experts <p>See:</p> <p>Appendix 1 Course content developed by stakeholders</p> <ul style="list-style-type: none"> • Training Demand/Job Search • Skills and knowledge mapping <p>After mapping the vocational outcomes against national training packages and accredited courses, it was found that there is no qualification that provides training in the vocational outcomes (Section B 2. above) required for effective contribution within business capability in Asia.</p> <p>Anticipated employment opportunities include:</p> <ul style="list-style-type: none"> ~ Small business operators in Asia ~ Operating Coordinators/Business Support Coordinators for business in Asia ~ Sales Coordinators for business in Asia ~ International Import/ Export Officers ~ Asian Recruitment personnel ~ Regional Communications Operators ~ Asian Speaking Business Development Sales Personnel ~ Asia Business Consultants ~ Business Development Officers for Asia ~ Business Performance Analysts in Asia ~ Events Coordinators in Asia ~ Fund managers in Asia etc. (see Appendix 1 for more information) <p>The job search analysis, and the associated knowledge and skills requirements, have been ratified by members of the Steering Committee and matched to the course structure.</p> <p>Industry support for the course is confirmed through the active participation of industry members on the Steering Committee.</p> <p>Members of the steering committee</p> <ul style="list-style-type: none"> ~ Louise Dunn, Director, Capability Development, Asialink Business (Chair) ~ Angeline Achariya, Senior Innovation Leader, Food innovation Centre, Mondelez Australia P/L
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	<ul style="list-style-type: none"> ~ David Miles, Executive Chairman, The Ambidji Group Pty Ltd ~ Marshall Dwyer, Plenty Food Group Coordinator, Cities of Whittlesea and Hume ~ Shirley Ng, International Business Development Manager, Victorian Economic Chamber of Commerce and Industry (VECCI) ~ Michael Taylor, Business Development Executive, Australia Industry Group (AI Group) ~ Janet Murdoch, Program Coordinator, Business & Hospitality, Melbourne Polytechnic ~ Tim Wallis, Program Manager, Marketing, International Trade and Logistics, RMIT ~ Juris Austrums, Indonesia & Malaysia Market Specialist and Founder and Principal of ASEAN Business, Training Edge Australasia ~ Lawrence Christoffelsz, Chairman, Australian Chamber of International Trade, Logistics Results Pty Ltd <p>In Attendance:</p> <ul style="list-style-type: none"> ~ Alan Daniel: Curriculum Maintenance Manager – Business Industries, Chisholm ~ Madeleine Hayne, Administrative Coordinator, CMM Business Industries, Chisholm ~ Aynur Cakal Asialink Business ~ Course developer: Anna Henderson: Executive Director, Business Skills Viability
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3.2 Review for accreditation	<i>Standards 1 and 2 for Accredited Courses</i> Not applicable			
4. Course outcomes	<i>Standards 1, 2, 3 and 4 AQTF Standards for Accredited Courses</i>			
4.1 Qualification level	<i>Standards 1, 2 and 3 AQTF Standards for Accredited Courses</i> The 22299VIC Course in Building Business Capability in Asia does not align with any specific level of the Australian Qualifications Framework (AQF), but is consistent with the definition of a short course in that it is a program of learning that comprises units of competency and has been accredited by an accrediting authority.			
4.2 Employability skills	<i>Standard 4 AQTF Standards for Accredited Courses</i> Not Applicable			
4.3 Recognition given to the course (if applicable)	<i>Standard 5 AQTF Standards for Accredited Courses</i> Not applicable.			
4.4 Licensing/ regulatory requirements (if applicable)	<i>Standard 5 AQTF Standards for Accredited Courses</i> At the time of accreditation no licensing or regulatory requirements apply.			
5. Course rules	<i>Standards 2, 6,7 and 9 AQTF Standards for Accredited Courses</i>			
5.1 Course structure				
22299VIC Course in Building Business Capability in Asia comprises 6 units. Candidates must complete the 6 units of competence listed in the table below.				
A Statement of Attainment will be issued for any unit of competency completed if the full course is not completed.				
Unit of competency code	Field of Education code (six-digit)	Unit of competency title	Pre-requisite	Nominal hours
VU21765	080399	Build cross cultural capability for business in Asia	Nil	50
VU21766	080399	Build networks and relationships for business in Asia	Nil	50
VU21767	080399	Negotiate business outcomes in Asia	Nil	40
VU21768	080399	Prepare to establish a workforce presence in Asia	Nil	60
VU21769	080399	Assess risk for business in Asia	Nil	80
VU21770	080399	Tailor a product or service to the Asian market	Nil	70
Total nominal hours				350

<p>5.2 Entry requirements</p>	<p><i>Standard 9 AQTF Standards for Accredited Courses</i></p> <p>There are no formal entry requirements for this course, although participants would be best equipped to achieve the course outcomes if they have the learning, reading, writing, and oracy and numeracy skills to Level 4 of the Australian Core Skills Framework (ACSF). It is further recommended that candidates have relevant workplace experience to undertake the course.</p>
<p>6. Assessment <i>Standards 10 and 12 AQTF Standards for Accredited Courses</i></p>	
<p>6.1 Assessment strategy</p>	<p><i>Standard 10 AQTF Standards for Accredited Courses</i></p> <p>All assessment will be consistent with the <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i> Standard 1.2 (Initial) and Standard 1.5 (Continuing). See: AQTF User guides to the Essential Conditions and Standards for Initial/Continuing Registration:</p> <p>Or</p> <p>Standard 1: Clauses 1.1 and 1.8 of the Standards for Registered Training Organisations (SRTOs) 2015</p> <p>Assessment methods and collection of evidence will involve application of knowledge and skills to Asian business practice workplaces or simulated environments.</p> <p>All assessment activities will be related to an Asian business context.</p> <p>A range of assessment methods will be used, such as:</p> <ul style="list-style-type: none"> • action learning projects in real, or simulated, international business settings • research projects in a range of areas of Asian interest • portfolio development and presentation • practical demonstration of skills • case studies and scenarios, including fact situations • observation • written and direct questioning / tests and examinations • review of information produced by the candidate and provided to the work group • review of verified records and reports generated by the candidate <p>Consistent with Standard 1, Element 5 of the AQTF User guides to the Essential Conditions and Standards for Initial/Continuing Registration; or Clause 1.9 of the Standards for Registered Training Organisations (SRTOs) 2015, RTOs must ensure that Recognition of Prior Learning (RPL) is offered to all applicants in determining competency for Credit.</p> <p>There is no mandatory workplace assessment.</p>

6.2 Assessor competencies	<p><i>Standard 12 AQTF Standards for Accredited Courses</i></p> <p>The <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i>, Standard 1.4 states the requirements for the competence of persons assessing the course. See AQTF User guides to the Essential Conditions and Standards for Initial/Continuing Registration: or</p> <p>Standard 1: Clauses 1.1 3,1.14, 1.15, 1.16,and 1.17 of the Standards for Registered Training Organisations (SRTOs) 2015</p>
7 Delivery	<p><i>Standards 11 and 12 AQTF Standards for Accredited Courses</i></p>
7.1 Delivery modes	<p><i>Standard 11 AQTF Standards for Accredited Courses</i></p> <p>Delivery of units of competency will take into consideration the individual needs of students and include a range of delivery modes such as:</p> <ul style="list-style-type: none"> • workshops • individual assignments • team-based assignments • use of case studies • applied learning in the workplace or simulated international business environment • multi-media presentations and classroom instruction • industry guest speakers • group discussion <p>Learners may be supported through: on-line (internet, social media, email and telephone); face-to-face conferencing, mentoring and interviews; ad hoc arrangements, and regular progress monitoring, particularly for practical work.</p> <p>The course may be delivered part-time or full-time.</p> <p>There is no mandatory workplace delivery.</p>
7.2 Resources	<p><i>Standard 12 AQTF Standards for Accredited Courses</i></p> <p>Resources include:</p> <ul style="list-style-type: none"> • teachers/trainers who meet the <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i> Standard 1.4. See AQTF User guides to the Essential Conditions and Standards for Initial/Continuing Registration: or • Standard 1: Clauses 1.1 3,1.14, 1.15, 1.16,and 1.17 of the Standards for Registered Training Organisations (SRTOs) 2015 • access to computers and internet • access to workplace or simulated international business environment

	<ul style="list-style-type: none"> access to relevant legislation, trade agreements, codes of conduct etc
8. Pathways and articulation	<p><i>Standard 8 AQTF Standards for Accredited Courses</i></p> <p>There are no formal articulation arrangements at present. Individuals will receive credit for any units completed as part of this course if they enrol in further training where the units are part of the qualification.</p>
9 Ongoing monitoring and evaluation	<p><i>Standard 13 AQTF Standards for Accredited Courses</i></p> <p>The Curriculum Maintenance Manager (CMM), Business Industries is responsible for monitoring and evaluation of 22299VIC Course in Building Business Capability in Asia.</p> <p>22299VIC Course in Building Business Capability in Asia will be reviewed at mid-point of accreditation period. Evaluations will involve consultation with:</p> <ul style="list-style-type: none"> course participants Asian business industry representatives Asialink teaching staff assessors <p>Any significant changes to the course resulting from course monitoring and evaluation procedures will be reported to the VRQA through a formal amendment process.</p>

Appendix 1: Course content developed by stakeholders

1.1 Labour market information / Job search

Steering Committee and project team members have identified skills and knowledge areas required for practitioners in engaged in business in Asia. Anticipated employment outcomes are:

Sales coordination for products and services in Asia	Import and export in Asia
Administration in Asia	Procurement in Asia
Trade related	Regional coordination
Regional operations or account managers	Retail operations in Asia
	Asian Fund Managers

Training demand and course relevance to existing labour market positions is evidenced in research conducted prior to and during the accreditation period of the existing course and been confirmed by stakeholders and Steering Committee members. See table 1.1: Summary of research into skills and knowledge found in positions advertised in seek.com (January to March 2015), which provides examples of skills and knowledge required by industry.

Table 1.1: Summary of research into skills and knowledge found in positions advertised in seek.com

Job titles	Job profile/ required knowledge and skills
Recruitment Trainee www.seek.com.au	Job profile <ul style="list-style-type: none"> Research the market, build understanding of the industry and provide updates of the construction activity in Hong Kong, Macau, China and globally to the team Source qualified candidates for specific recruitment assignments according to client requirements (will be trained) Support Senior Consultant(s) in candidate shortlisting and interviews Required knowledge and skills <ul style="list-style-type: none"> Ambitious, positive, motivated and determined person who enjoys building relationships Life/educational/work experience in China/Hong Kong and abroad Fluent in English and Chinese (Mandarin and/or Cantonese) Be able to thrive under pressure
Regional Communications Manager – Asia (Singapore based) www.seek.com.au	Job profile <ul style="list-style-type: none"> Working closely with the Australian arm of the business and co-ordinating strategic communications across the Asian region Managing a team of 5 reporting via Australia Supporting management with growth plans in regional hubs across Asia Required knowledge and skills <ul style="list-style-type: none"> Appreciation of Asian culture and business practices Would suit an ex-pat who remains closely aligned to the culture of an Australian

	<ul style="list-style-type: none"> Assertive, confident and pragmatic in rallying a regional team in line with a common communication strategy – single, seamless voice messaging across multiple regional operations
<p>Business Analyst www.seek.com.au</p>	<p>Job profile</p> <ul style="list-style-type: none"> An Asia Pacific leading IT company requires a Business Analyst to undertake analysis of the business requirements of the technology applications and related systems to ensure appropriate solutions are developed <p>Required knowledge and skills</p> <ul style="list-style-type: none"> Experience working in a client facing role Strong communication and relationship management skills with a comprehensive knowledge of commercial and IT business practices
<p>International Import Export Officer www.seek.com.au</p>	<p>Job profile</p> <ul style="list-style-type: none"> 12 month role Working within a trading or sales environment and working closely with the Manager on a range of projects, tender documentation, sales and purchasing contracts Assisting in maintain strong links with local and overseas client base Responsible for the execution of deals within the global market Researching market trends Managing client relationships within Australasia, along with maintaining close relationship with various customers, clients, suppliers and internal stakeholders <p>Required knowledge and skills</p> <ul style="list-style-type: none"> Industry experience in machinery, automotive or spare parts is preferred Strong quantitative and analytical skills Strong decision making and negotiation skills Excellent communication skills Proficient IT skills Ability to assist in the risk A Bachelor of Business (International Trade) or related degree preferred

<p>Regional Account Manager www.seek.com.au</p>	<p>Job profile</p> <ul style="list-style-type: none"> Managing sales and implementing strategic objectives in Asia – a key success factor will be the ability to manage the digital growth agenda in SE Asia and secure partner support for growth in emerging markets The role will focus on both regional partnerships with appointed distributors and the first parties (Sony , Microsoft) Sydney based, working with the Commercial Director, Marketing Director and Brand team Business distribution in SE Asia Drive new release and back catalogue sales to achieve operating income targets Developing and executing regional launch and promotion plans in a continuous search for incremental revenue opportunities in both physical and digital channels Tracking performance against goal metrics and conducting post-launch evaluations to assess risks and opportunities and to provide further insights on the Asia business <p>Required knowledge and skills</p> <ul style="list-style-type: none"> Relevant tertiary qualification in business or marketing At least three years’ experience within the Sales and/or Marketing arena, preferably within entertainment Media communications or the FMCG environment Game industry experience or strong interest, along with licensing and publishing experience/background in Asian markets Proficiency in Asian languages (Chinese) is helpful but not a pre-requisite for the role
<p>Retail Ops Manager Singapore – stylish, leading Australian accessories brand! www.seek.com.au</p>	<p>Job profile</p> <ul style="list-style-type: none"> Managing the operational efficiency of currently 4 retail stores and ensuring the highest standards of customer service are adhered to - dynamic role, will need to lead from the front and be across all facets of the retail business <p>Key responsibilities:</p> <ul style="list-style-type: none"> recruitment, training and development of store teams monitoring shrinkage levels and expense areas stock control motivating and encouraging staff to achieve their financial budgets and KPIs maintaining projected sales and keeping in line with wage percentage goals leading by example and making sure staff are trained on customer service and sales standards <p>Required knowledge and skills</p> <ul style="list-style-type: none"> Experience with SE Asian market a MUST! A wealth of fashion retail management experience, preferably within accessories Creative and innovative with a passion for international markets! Strong commercial awareness and a proven track record of delivering results

	<ul style="list-style-type: none"> • A non-stop drive to reach and exceed company targets • Excellent communication, networking and negotiation skills • Fantastic training and development skills • Passion for delivering the ultimate customer experience in your region • Must be fashion forward and highly trend aware • Fantastic time management & organisational skills • High energy levels and enthusiasm!
<p>Australian Head of Sales Asian Fund Manager www.seek.com.au</p>	<p>Job profile</p> <ul style="list-style-type: none"> • An Asian based fund manager is looking to grow into Australia and requires a local Head of Sales to help get the business off the ground. They will be tasked with Business Development and Sales of all products (mutual funds, ETFs and alternative investments), in a stand-alone, autonomous role in order to develop new institutional clients based in Australia <p>Key responsibilities:</p> <ul style="list-style-type: none"> ○ starting new strategic processes to develop and service institutional clients in Australia ○ building relationship with prospect accounts ○ due diligence and structuring of fund- raising activities ○ overseeing and completing the sale process, from first contact to signing ○ developing strategic sales and development plans ○ reporting to Asian management on sales, growth and any other requests <p>Required knowledge and skills</p> <ul style="list-style-type: none"> • Exceptional professional relationships • Excellent local market knowledge and understanding of products covered - mutual funds, ETFs and alternative investments • Experience dealing with institutional investors • Fluent English is essential and Mandarin/Cantonese is a plus • Ability to put complex investment concepts and ideas into executive level presentations • Detail-focused, reliable and able to work autonomously with minimal supervision

1.2 Skills and knowledge mapping

The following table (1.2) shows the mapping of the key skills areas for international business job roles, identified and confirmed by stakeholders and the Steering Committee, against proposed Units of Competency in Building Business Capability in Asia.

Table 1.2: Required skills and knowledge mapping to course content

Knowledge and skill areas	Mapped to proposed Units of Competency in Building Business capability in Asia
Industry specific knowledge and skills	
Legal and legislation <ul style="list-style-type: none"> • knowledge of different legal systems in Asia and how they are enforced • knowledge of legal and legislative processes and requirements related to business in Asia • knowledge of free-trade agreements, anti-bribery and corruption legislation, ethical sourcing, corporate social responsibility • Contract requirements 	Build cross cultural capability for business in Asia Assess risk for business in Asia Prepare to establish a workforce presence in Asia Tailor a product or service to the Asian market
Risk management <ul style="list-style-type: none"> • Knowledge of international financial instruments, markets and institutions, e.g. foreign exchange rates, risk etc • Monitor foreign exchange 	Assess risk for business in Asia
Intercultural management <ul style="list-style-type: none"> • ability to communicate effectively with a wide range of Asian cultures and to be culturally aware for business purposes • ability to conduct cross cultural negotiations in Asia • ability to generate new Asian business relationships and networks 	Build cross cultural capability for business in Asia Build networks and relationships for business in Asia
Generic skills (Communication /interpersonal/organisational/team and relationship building and management) <ul style="list-style-type: none"> • ability to communicate both oral and written with a range of stakeholders • ability to write reports • ability to Interact/liaise with a range of clients • ability to prepare for the management of an Asian workforce • ability to manage relationship with stakeholders • ability to coordinate activity • problem solving skills • organisational skills • negotiation skills 	Negotiate business outcomes in Asia Prepare to establish a workforce presence in Asia Tailor a product or service to the Asian market Build cross cultural capability for business in Asia

Section C—Units of competency

Details of the following units of competency developed for the course are attached:

VU21765 Build cross cultural capability for business in Asia

VU21766 Build networks and relationships for business in Asia

VU21767 Negotiate business outcomes in Asia

VU21768 Prepare to establish a workforce presence in Asia

VU21769 Assess risk for business in Asia

VU21770 Tailor a product or service to the Asian market

VU21765 Build cross cultural capability for business in Asia	
<p>Unit Descriptor</p> <p>This unit describes the performance outcomes, skills and knowledge required to build culturally appropriate planning and work practices that facilitate the development of Asian business capability.</p> <p><i>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</i></p>	
<p>Employability Skills</p> <p>This unit contains Employability Skills.</p>	
<p>Application of the Unit</p> <p>This unit applies to personnel who conduct or plan to conduct business activity in Asia. An understanding of the product or service integral to the proposed business is required.</p> <p>The unit may relate to a small to medium size organisation or a significant business unit within a large enterprise.</p>	
ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where <i>bold italicised</i> text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse essential features of Asian country-specific culture	<p>1.1 Assess and review <i>relevant historical and geopolitical information</i> about Asian country or countries of proposed business activity.</p> <p>1.2 Assess and review traditional and contemporary social structures of the Asian country or countries of proposed business activity.</p> <p>1.3 Assess relevant business, product or service information in the Asian country or countries of choice.</p> <p>1.4 Research and present documentation on international business <i>legislation</i> and <i>controls</i> that impact upon business activity with the proposed Asian country or countries.</p>
2. Apply understanding of Asian country-specific culture for business practices	<p>2.1 Confirm understanding of proposed business activity in Asia to ensure consistency of interpretation and application.</p> <p>2.2 Arrange for information to be communicated to relevant personnel in appropriate business practices to build Asian business capability.</p> <p>2.3 Establish evaluation criteria to ascertain understanding, by relevant personnel, of Asian country-specific business culture and how it impacts upon practices.</p> <p>2.4 Explain <i>key business cultural elements</i> of Asian country or countries of proposed business activity.</p> <p>2.5 Workshop real or potential cultural workplace conflict with relevant personnel.</p> <p>2.6 Establish possible strategies for cultural maintenance of business practice refinement with Asian country or countries of proposed business.</p>

3.	Plan culturally appropriate work practices	3.1	Develop a vision statement or a business model for business activity with the intended Asian country or countries, incorporating the product or service that is integral to the business.
		3.2	Document business practices that will enhance Asian business culture capability.

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

Required Skills

- research skills to:
 - o analyse essential features of culture in question
 - o how culture impacts upon business practices
- English language and literacy skills to:
 - o read, interpret and communicate legislation, regulations, policies, procedures and guidelines relating to country-specific Asian business practices
 - o communicate impartially and diplomatically with diverse stakeholders, including conducting open discussions
 - o document country-specific cultural practices and how they impact upon business practices
- interpersonal skills to:
 - o relate to overseas politicians and government representatives, and understand their influence in the commercial environment in Asia
 - o consult and provide advice on Asian cultural issues
 - o work with others and relate to people from a range of cultural, social and religious backgrounds
- planning skills to:
 - o plan culturally appropriate Asian business practices
 - o arrange for cultural information to be communicated to appropriate personnel.

Required Knowledge

- research methods to:
 - o access material that is relevant to Asian business culture
 - o conduct desktop research on:
 - Asian business culture
 - the product(s) or service(s) integral to the proposed business
- planning methods to:
 - o plan activity related to the product or service integral to the proposed business
 - o plan business activity in Asia
- relevant Asian country-specific history
- relevant Asian country-specific culture and how it relates to business practices
- relevant international trade related legislation, including:

<ul style="list-style-type: none"> o company law o legal framework for foreign companies operation including: <ul style="list-style-type: none"> – registration requirements – tax regimes – setting up companies – interviews – representative offices o relevant international trade agreements and treaties • Asian world view, including religion and the dimension of holistic notion of culture • product or service that is integral to the business • Asian business ethics, including: <ul style="list-style-type: none"> o discretion o the importance of public perception o business card rituals o developing a trusting relationship o providing relevant information to the decision maker o the importance of discussing the technical details about product or service features. 	
RANGE STATEMENT	
The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. <i>Bold italicised</i> wording in the performance criteria is detailed below.	
<p><i>Relevant historical and geopolitical information</i> may include:</p>	<ul style="list-style-type: none"> • overview of political and social history • GDP composition, general economic circumstances and economic trends • economic stability • religion • ethnic composition • language • business culture • political system • political stability • allies • population • government controls • alliances such as: ASEAN
<p><i>Legislation</i> may include:</p>	<ul style="list-style-type: none"> • broad legal framework including: <ul style="list-style-type: none"> o parliamentary system o decree o law

	<ul style="list-style-type: none"> o common law • company law • legal framework for foreign companies operation including: <ul style="list-style-type: none"> o registration requirements o tax regimes o setting up companies o interviews o representative offices • international law • international trade agreements and treaties, including: <ul style="list-style-type: none"> o bilateral or multilateral treaty or other enforceable compact committing two or more nations to specified terms of commerce, usually involving mutually beneficial concessions o general agreement of Tariffs and Trade (GATT) – a multilateral trade treaty among governments, embodying rights and obligations that constitute codes that are intended to help reduce trade barriers between signatories to promote trade through tariff concessions o Trade in Services (GATT TIS) o Free Trade Agreements
Controls may include:	<ul style="list-style-type: none"> • guarantees • insurance • codes of practice • ethical principles • copyright • social responsibilities • safety issues • security breaches • privacy breaches • other strategies to minimise or transfer risk • selection or rejection of particular payment methods • specifying a particular currency for payment.
Key business cultural elements may include:	<ul style="list-style-type: none"> • discretion • the importance of public perception • business card rituals • developing a trusting relationship • not being too outspoken • being perceptive about who the decision maker is (often in Asian cultures, in meetings the quiet people are the decision makers)

	<ul style="list-style-type: none">• the importance of discussing the details about product or service features (often Asian culture is technology centric whereas Western culture is often experience-centric)• use of case studies to aid decision making• business nuisances in Asian regions, including:<ul style="list-style-type: none">o how meetings are runo how people relate to each other• ethnic considerations, such as:<ul style="list-style-type: none">o ethnic composition of workforces and issues relating to thiso affirmative action programso the role of the overseas Chinese in many Asian business cultures• HR characteristics of the various Asian workforces• sensitivity to religious norms:<ul style="list-style-type: none">o expected business behaviours around religious traditions:<ul style="list-style-type: none">– there are many considerations amongst Confucian, Islamic, Hindu, Christian and other religious observances that have an effect on business behaviour• business power and authority and decision making in Asian business culture such as:<ul style="list-style-type: none">o centralised business culture
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EVIDENCE GUIDE	
The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>The critical aspects should reflect what someone competent in the workplace is able to do and what is acceptable evidence to permit an assessor to make a professional judgment. Evidence must be provided of the following:</p> <ul style="list-style-type: none"> • communicating with relevant personnel to facilitate information sharing about Asian country-specific business cultural practices • documenting the essential features of Asian, country-specific culture and how it manifests itself on business practices • documenting culturally appropriate work practices to build Asian business capability in relevant Asian region.
Context of and specific resources for assessment	<p>Assessment of performance requirements in this unit should be undertaken within the context of Asian business capability.</p> <p>Participants may gain relevant experiential learning and assessment opportunities in formal, distance or workplace facilities, under supervision or mentoring. Participants may utilise media to generate and submit reports or presentations to support each performance criterion.</p> <p>The responsibility for valid workplace assessment lies with the training provider through its designated supervisor/mentor.</p>
Method of assessment	<ul style="list-style-type: none"> • Project work • Written reports supported by practical assignments or tasks for individual assessment • Observation of workplace practice supported by personal interviews • Practical display with personal interview, presentations or documentation • Case studies • Essays and assignments <p>Resources required for assessment include:</p> <ul style="list-style-type: none"> • Access to a relevant workplace or closely simulated Asian business environment • Accessibility to suitable books, journals and papers together with computer hardware, software and/or other appropriate technology necessary to address the elements and satisfy the performance criteria of this unit.

VU21766 Build networks and relationships for business in Asia			
Unit Descriptor			
This unit describes the performance outcomes, skills and knowledge required to establish, maintain and improve business relationships and to actively participate in networks to support attainment of business outcomes in Asia. <i>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</i>			
Employability Skills			
This unit contains Employability Skills.			
Application of the Unit			
This unit applies to personnel who conduct or plan to conduct business activity in Asia. The unit may relate to a small to medium size organisation or a significant business unit within a large enterprise.			
ELEMENT		PERFORMANCE CRITERIA	
Elements describe the essential outcomes of a unit of competency.		Performance criteria describe the required performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.	
1.	Develop and maintain networks for business in Asia	1.1	Use appropriate network strategies to establish and maintain relationships that promote the development of business opportunities in Asia.
		1.2	Identify and pursue network opportunities relevant to the proposed business to maximise a range of contacts.
		1.3	Participate in professional networks and associations to obtain and maintain personal knowledge and skills pertaining to business in Asia.
		1.4	Record and maintain relevant contacts and maintain an accessible database.
2.	Establish and maintain relationships for business in Asia	2.1	Develop and maintain relationships to promote benefits consistent with Asian organisational/client requirements.
		2.2	Develop strategies to obtain ongoing feedback for business in Asia from clients to monitor satisfaction levels.
		2.3	Seek specialist advice in the development of contacts in Asia where appropriate.
		2.4	Demonstrate commitment to the relationship by maintaining regular contact on business issues.

3	Promote the relationship for business in Asia	3.1	Develop strategies to represent and promote the interests and requirements of the relationship.
		3.2	Use presentation skills that are appropriate to business in Asia to communicate the goals and objectives of the relationship.
		3.3	Establish communication channels to exchange information and ideas that are central to the relationship.
		3.4	Obtain feedback to identify and develop ways to improve promotional activities within available opportunities.

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

Required skills

- research, analysis, evaluation and assessment skills to identify relevant business networks
- English language communication skills to:
 - liaise with others, share information, listen and understand
 - use language and concepts appropriate to Asian cultural differences
 - present to Asian clients
- interpersonal skills to:
 - to relate to people from diverse backgrounds
 - demonstrate empathy and cultural sensitivity
 - establish rapport and build relationships and networks in Asia
- planning skills to:
 - develop strategies to build and maintain networks and relationships in Asia
 - develop strategies to obtain feedback from clients.

Required knowledge

- characteristics of specific cultural groups, including:
 - religion
 - political and social knowledge of the proposed Asian region's population
 - diversity
 - business expertise and business preferences
 - product/service preferences
- business networking nuances in Asian regions, including:
 - discretion
 - the importance of public perception
 - business card rituals
 - developing a trusting relationship
 - providing relevant information to the decision maker
 - the importance of discussing the technical details about product or service features

- existing Asian business networks, including:
 - employer networks
 - associations
- principles of communication theory, especially cross-cultural communication, including:
 - establishing rapport sharing perspectives
 - understanding business nuances
 - defining the issue
 - identifying interests
 - identifying negotiation styles and adapting to different negotiation styles
 - generating options
 - developing criteria for decision making
 - evaluating options
 - reaching agreement
- sources of information about communication protocols for relevant Asian cultural groups.

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

Network strategies may include:

- Asian business networks:
 - o sources of support, including:
 - Austrade
 - State based trade promotion
 - inbound trade and investment organisations in target countries
 - o clients and potential clients
 - o business partners
 - o business peers active in the markets
- association memberships, including:
 - o bilateral business councils (in Australia and in Asia)
 - o industry associations
 - o professional associations
 - o alumni networks
- conference participation, including:
 - o in-country meetings, conferences, trade shows and marketing events
 - o webinars
 - o video-conferencing
 - o teleconferencing
 - o professional social networking
 - linked-in
 - contribution to blogs

Professional networks and associations may include:

- Asian associations
- advisory committees
- colleagues
- committees
- government agencies
- internal/external customers
- lobby groups
- local inter-agency groups
- professional/occupational associations
- project specific ad hoc consultative reference groups
- country-specific suppliers
- work teams.

<p>Strategies to obtain ongoing feedback for business in Asia may include:</p>	<ul style="list-style-type: none"> • complaints handling procedures • follow-up contact: <ul style="list-style-type: none"> o face to face o on-line o telephone • client surveys • contact with lapsed clients to re-engage them • asking clients open questions about product or service levels • including 'comments' on all order or transaction documentation.
<p>Feedback may include:</p>	<ul style="list-style-type: none"> • comment on accuracy and sufficiency of information • responding appropriately to the audience • benefits to organisation • impact of message • liaison with networks • participation of competitors • use of media
<p>EVIDENCE GUIDE</p>	
<p>The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.</p>	
<p>Critical aspects for assessment and evidence required to demonstrate competency in this unit</p>	<p>The critical aspects should reflect what someone competent in the workplace is able to do and what is acceptable evidence to permit an assessor to make a professional judgment. Evidence must be provided of the following:</p> <ul style="list-style-type: none"> • creating networking opportunities • establishing contacts, building relationships and participating in networks in Asia • developing strategies to seek ongoing feedback for business in Asia • developing knowledge of related Asian organisations, agencies and networks • maintaining relevant contacts for business in Asia.

<p>Context of and specific resources for assessment</p>	<p>Assessment of performance requirements in this unit should be undertaken within the context of Asian business capability.</p> <p>Participants may gain relevant experiential learning and assessment opportunities in formal, distance or workplace facilities, under supervision or mentoring. Participants may utilise media to generate and submit reports or presentations to support each performance criterion.</p> <p>The responsibility for valid workplace assessment lies with the training provider through its designated supervisor/mentor.</p>
<p>Method of assessment</p>	<ul style="list-style-type: none"> • Project work • Written reports supported by practical assignments or tasks for individual assessment • Observation of workplace practice supported by personal interviews • Practical display with personal interview, presentations or documentation <p>Resources required for assessment include:</p> <ul style="list-style-type: none"> • Access to a relevant workplace or closely simulated Asian business environment • Accessibility to suitable books, journals and papers together with computer hardware, software and/or other appropriate technology necessary to address the elements and satisfy the performance criteria of this unit.

VU21767 Negotiate business outcomes in Asia	
<p>Unit Descriptor</p> <p>This unit describes the performance outcomes, skills and knowledge required to negotiate persuasively for business outcomes with stakeholders in Asia.</p> <p><i>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</i></p>	
<p>Employability Skills</p> <p>This unit contains Employability Skills.</p>	
<p>Application of the Unit</p> <p>This unit applies to personnel who conduct or plan to conduct business activity in Asia. It applies to individuals who are required to negotiate in Asia for business purposes.</p> <p>The unit may relate to a small to medium size organisation or a significant business unit within a large enterprise.</p>	
ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1	<p>Establish contact with stakeholders for business in Asia</p> <p>1.1 Confirm the authority or mandate to present business views or position for business in Asia.</p> <p>1.2 Respect protocols and confidentiality of information.</p> <p>1.3 Use language that is appropriate for the audience pertaining to business in Asia.</p> <p>1.3 Use active listening to seek stakeholder and other organisation input and achieve a balanced exchange of views.</p> <p>1.4 Seek feedback to ensure that the views expressed by all stakeholders have been understood.</p>
2	<p>Prepare for negotiation with stakeholders for business in Asia</p> <p>2.1 Identify key individuals and target groups for their value to advance business interests in Asia.</p> <p>2.2 Prepare realistic positions and supporting arguments in advance in anticipation of the likely expectations and tactics of others with regard to business in Asia.</p> <p>2.3 Determine desired outcomes, negotiation plans and schedules for negotiations regarding business in Asia.</p>

3	Present and negotiate persuasively with stakeholders for business in Asia	3.1 3.2 3.3 3.4 3.5 3.6	<p>3.1 Present information pertaining to business in Asia in a culturally respectful manner.</p> <p>3.2 Acknowledge differences of opinion to encourage the rigorous examination of all options.</p> <p>3.3 Use culturally appropriate communication styles to present Asian business positions to best effect.</p> <p>3.4 Seek mutually beneficial solutions by establishing areas of common ground and potential compromise.</p> <p>3.5 Keep negotiations focused on key issues and moving forward towards a final resolution.</p> <p>3.6 Identify difficult situations and negotiate solutions using collaborative problem-solving techniques.</p>
4	Implement agreements	4.1 4.2	<p>4.1 Implement negotiated agreements using processes that are flexible and incorporate contingencies.</p> <p>4.2 Adhere to agreements in order to maintain the credibility and trust of others.</p>

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

Required Skills

- English language and literacy skills to:
 - read, interpret and communicate legislation, regulations, policies, procedures and guidelines relating to country-specific Asian business practices
 - communicate impartially, diplomatically and persuasively with diverse stakeholders, including conducting open discussions
- negotiation and interpersonal skills to:
 - work with others and relate to people from a range of cultural, social and religious backgrounds
- problem-solving and innovation skills to find practical ways to negotiate
- planning skills to:
 - plan presentations for desired outcome for business in Asia
 - plan culturally appropriate problem solving techniques.

Required Knowledge

- relevant, Asian country-specific business culture protocols to:
 - plan meetings
 - plan strategy for meetings
- organisational policies and procedures, including:

- o presentation/negotiation styles
- o meeting protocols
- o strategic purpose of meetings
- o overall operations of organisation
- principles of communication theory, especially cross-cultural communication, including:
 - o establishing rapport sharing perspectives
 - o understanding business nuances
 - o defining the issue
 - o identifying interests
 - o identifying negotiation styles and adapting to different negotiation styles
 - o generating options
 - o developing criteria for decision making
 - o evaluating options
 - o reaching agreement.

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

<p><i>Business in Asia</i> may include:</p>	<ul style="list-style-type: none"> • goods • services • foreign aid • environmental aid • commerce • commercial relationships.
<p><i>Protocols</i> may include:</p>	<ul style="list-style-type: none"> • meeting structure • respecting elders • respecting rankings especially when dealing with Government officials • being patient, polite and modest • establishing relationships before conducting business • being on time • business etiquette: <ul style="list-style-type: none"> o issuing your business card in a respectful manner and to the most senior official first o checking Asian calendars to avoid making appointments for national holidays o being well prepared o organising for interpreters to be present, if required o sharing materials about your business

	<ul style="list-style-type: none"> • dressing formally.
Negotiation plans may include:	<ul style="list-style-type: none"> • who is involved from both sides: <ul style="list-style-type: none"> o status o culture o expertise • negotiation styles that may be adopted • what actions are required • who is taking responsibility • timelines • monitoring processes • communicating actions in a manner that is culturally sensitive to the Asian country or countries of operation.
Collaborative problem-solving techniques may include:	<ul style="list-style-type: none"> • establishing rapport sharing perspectives • understanding business nuances • defining the issue • identifying interests • identifying negotiation styles and adapting to different negotiation styles • generating options • developing criteria for decision making • evaluating options • reaching agreement.
EVIDENCE GUIDE	
The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>The critical aspects should reflect what someone competent in the workplace is able to do and what is acceptable evidence to permit an assessor to make a professional judgment. Evidence must be provided of the following:</p> <ul style="list-style-type: none"> • communicating clearly and in a culturally sensitive manner with Asian business stakeholders • planning negotiations for business outcomes in Asia • demonstrating capability to present and negotiate effectively with Asian business stakeholders • knowledge of relevant Asian country-specific business protocols.
Context of and specific resources for assessment	Assessment of performance requirements in this unit should be undertaken within the context of Asian business capability.

	<p>Participants may gain relevant experiential learning and assessment opportunities in formal, distance or workplace facilities, under supervision or mentoring. Participants may utilise media to generate and submit reports or presentations to support each performance criterion.</p> <p>The responsibility for valid workplace assessment lies with the training provider through its designated supervisor/mentor.</p>
Method of assessment	<ul style="list-style-type: none"> • Project work • Written reports supported by practical assignments or tasks for individual assessment • Observation of workplace practice supported by personal interviews • Practical display with personal interview, presentations or documentation • Case studies • Essays and assignments <p>Resources required for assessment include:</p> <ul style="list-style-type: none"> • Access to a relevant workplace or closely simulated Asian business environment • Accessibility to suitable books, journals and papers together with computer hardware, software and/or other appropriate technology necessary to address the elements and satisfy the performance criteria of this unit.

VU21768 Prepare to establish a workforce presence in Asia			
Unit Descriptor			
This unit describes the performance outcomes, skills and knowledge required to plan a workforce presence in Asia. It includes workforce considerations, planning business establishment in Asia, recruitment, on-going management and the development of performance standards.			
No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.			
Employability Skills			
This unit contains Employability Skills.			
Application of the Unit			
This unit applies to personnel who conduct or plan to conduct business activity in Asia. It covers planning for work allocation, financing and the methods to review performance, and to provide feedback.			
The unit may relate to a small to medium size organisation or a significant business unit within a large enterprise.			
ELEMENT		PERFORMANCE CRITERIA	
Elements describe the essential outcomes of a unit of competency.		Performance criteria describe the required performance needed to demonstrate achievement of the element. Where <i>bold italicised</i> text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.	
1.	Assess need for workforce presence in Asia	1.1	Conduct research on the competitive landscape and local business conditions to ensure that there is a viable opportunity to conduct business in Asia.
		1.2	Confirm business capacity to expand into markets in Asia.
		1.3	Determine if business or proposed business will benefit from developing operations or representation in Asia.
		1.4	Consider a range of geographic locations for operations or representation in Asia, based on market size, accessibility, and legal and political environment.
2.	Plan Asian presence	2.1	Research, or seek professional advice on local workforce conditions and the benefits of a <i>workforce presence in Asia</i> .
		2.2	Consider the costs risks and benefits of various types of <i>operations or representation in Asia</i> .
		2.3	Determine one or more suitable options to establish a workforce presence in Asia.
		2.4	Research, or seek professional advice on the logistical and operational considerations for the proposed options for business in Asia.
		2.5	Conduct <i>risk analysis for workforce in Asia</i> in accordance with organisational risk management plan and <i>legal requirements</i> and controls that impact upon business activity with the intended Asian country or counties.

3	Prepare to manage a workforce in Asia	3.1	Consult organisational management or leadership consultants on <i>employee life cycle considerations, effective Asian leadership protocols for business and recruitment in Asia.</i>
		3.2	Develop outcome focussed work plans in accordance with operational plans and <i>issues pertaining to conducting business in Asia.</i>
		3.3	Consider <i>performance standards for the workforce in Asia, Code of Conduct,</i> work outputs and financing arrangements with relevant teams and individuals.
4	Determine performance assessment methods for personnel based in Asia	4.1	Design <i>performance management for the workforce in Asia</i> and review processes to ensure consistency with organisational objectives and policies.
		4.2	Develop <i>criteria</i> against <i>key Asian business cultural elements</i> to evaluate performance, behaviour and suitability for duties related to business capability in Asia.

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

Required Skills

- research skills to seek relevant information about conducting business in Asia
- English language and literacy skills to:
 - o read, interpret and communicate legislation, regulations, policies, procedures and guidelines relating to country-specific Asian business practices
 - o communicate impartially and diplomatically with diverse stakeholders
 - o articulate expected standards or performance and provide effective feedback
- interpersonal skills to:
 - o consult and provide advice on Asian cultural issues
 - o work with others and relate to people from a range of cultural, social and religious backgrounds
 - o arrange for information to be communicated to personnel
- planning skills to:
 - o plan culturally appropriate Asian workforce practices
- risk identification and analytical skills to identify issues that may pose risk to business in Asia.

Required Knowledge

- planning methods to:
 - o anticipate employee life cycle considerations
 - o plan for relevant financing arrangements for business in Asia
 - o plan remuneration practices in Asia
- relevant, Asian country-specific workforce policies and contemporary practices, including:
 - o leadership practices in Asia

- o recruitment practices in Asia:
 - selection
 - onboarding and orientation:
 - employee services:
 - retention:
 - performance management:
 - transition
- relevant international trade related legislation and legislation that affects business operation, in regard to:
 - o occupational health and safety
 - o environmental issues
 - o equal opportunities
 - o industrial relations
 - o anti-discrimination
 - o relevant awards and certified agreements
 - o performance measurement systems utilised within the organisation
 - o unlawful dismissal rules and due process
 - o personnel development options and information.

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. **Italicised** wording in the performance criteria is detailed below.

<p><i>Workforce presence in Asia</i> may include:</p>	<ul style="list-style-type: none"> • considerations about the following: <ul style="list-style-type: none"> o expertise of the proposed Asian region’s population o political and social knowledge of the proposed Asian region’s population o organisational diversity o market significance o salary considerations o staff training considerations.
<p><i>Operations or representation in Asia</i> may include:</p>	<ul style="list-style-type: none"> • expatriate staffing • inpatriate staffing.
<p><i>Risk analysis for workforce in Asia</i> may include:</p>	<ul style="list-style-type: none"> • determination of the likelihood of negative event(s) preventing the organisation meeting its objectives in Asia • the likely consequences of such event(s) on organisational performance.
<p><i>Legal requirements</i> may include:</p>	<ul style="list-style-type: none"> • requirements specified in international law • international trade agreements and treaties, including:

	<ul style="list-style-type: none"> o bilateral or multilateral treaty or other enforceable compact committing two or more nations to specified terms of commerce, usually involving mutually beneficial concessions o general agreement of Tariffs and Trade (GATT) – a multilateral trade treaty among governments, embodying rights and obligations that constitute codes that are intended to help reduce trade barriers between signatories to promote trade through tariff concessions o GATT TIS.
<p>Employee life cycle considerations may include:</p>	<ul style="list-style-type: none"> • recruitment and selection: <ul style="list-style-type: none"> ◦ applications ◦ interview ◦ job skills testing ◦ psychological testing ◦ background checks ◦ drug testing ◦ recruitment services • onboarding and orientation: <ul style="list-style-type: none"> ◦ employee electronic onboarding ◦ new hire orientation materials ◦ customised employee orientation handbook or literature • employee services: <ul style="list-style-type: none"> ◦ employee relations support ◦ benefits enrolment service team (BEST) ◦ employee services: <ul style="list-style-type: none"> ◦ discount programs ◦ benefits • retention: <ul style="list-style-type: none"> ◦ innovative benefits programs ◦ employee communication tools ◦ compensation surveys • performance management: <ul style="list-style-type: none"> ◦ employee training and development programs: <ul style="list-style-type: none"> ◦ employee satisfaction surveys ◦ employee newsletter ◦ programs and assessment tools ◦ behavioural assessment for self-development • transition: <ul style="list-style-type: none"> ◦ exit interview ◦ outplacement services

	<ul style="list-style-type: none"> ◦ job search assistance ◦ resume assistance.
<p>Effective Asian leadership protocols for business may include:</p>	<ul style="list-style-type: none"> • respect and courtesy, including consideration for cultural, religious circumstances and hierarchy of command • tolerance • identifying and resolving problems early by considering: <ul style="list-style-type: none"> ◦ the context ◦ the situation ◦ the means of communication • understanding cultural taboos, such as: <ul style="list-style-type: none"> ◦ providing a vegetarian alternative for Hindu colleagues at company functions ◦ not knowing the key stakeholders in a business transaction in China ◦ giving the host alcohol as a gift in Dubai or other Islamic cultures • understanding what it means to be an employer in Asia • complying with legislating covering diversity issues in the workplace • encouraging interaction • simplifying language and avoid using slang or colloquialisms • ensuring personnel understand direction, i.e. when giving instructions, diplomatically ask people to show their understanding of what is expected • understanding where potential problems in communication may occur and overcoming them, e.g.: <ul style="list-style-type: none"> ◦ rather than using text for occupational health and safety issues illustrate them with a diagram ◦ providing written instructions as a back-up to prevent misunderstandings ◦ using interpreters when required.
<p>Recruitment in Asia may include:</p>	<ul style="list-style-type: none"> • appropriate recruitment agencies • accurate job descriptions • spotting talent • ascertaining candidates' skills and knowledge accurately • being mindful of transferable skills • recruiting people who suit the culture of the organisation • being aware of cultural differences and bridging gaps by recruiting effectively • conditions of employment.

<p>Issues pertaining to conducting business in Asia may include:</p>	<ul style="list-style-type: none"> • remuneration policies for: <ul style="list-style-type: none"> ◦ local staff ◦ expatriate staff ◦ transfer of staff between overseas offices • taxation • tax equalisation • conducting business with Asian currency • mobility of the workforce • redundancy and commensurate salaries • payment methods and getting paid on time • contractual protocols.
<p>Performance standards for the workforce in Asia may include:</p>	<ul style="list-style-type: none"> • Asian country-specific performance standards in designated field of work • level of performance sought from an individual or group which may be expressed either quantitatively or qualitatively.
<p>Code of Conduct may include:</p>	<ul style="list-style-type: none"> • agreed (or decreed) set of rules relating to employee behaviour or conduct with other employees • agreed (or decreed) set of rules relating to employee behaviour or conduct with clients.
<p>Performance management for the workforce in Asia may include:</p>	<ul style="list-style-type: none"> • management in accordance with relevant industrial agreements • management in accordance with regulations in relevant Asian country/countries • process or set of processes for establishing a shared understanding of what an individual or group is to achieve and managing and developing individuals in a way which increases the probability it will be achieved in both the short-term and long-term.
<p>Criteria may include:</p>	<ul style="list-style-type: none"> • past performance • goals and/or aspirations • eligibility • age • support structures • psychological state • sociological observation • cultural understanding • skill levels • work experience • proficiency in Asian language(s)

	<ul style="list-style-type: none"> cultural practices in the workforce and home environment.
<p>Key Asian business cultural elements may include:</p>	<ul style="list-style-type: none"> discretion the importance of public perception business card rituals developing a trusting relationship not being too outspoken being perceptive about who the decision maker is (often in Asian cultures, in meetings the quiet people are the decision makers) the importance of discussing the details about product or service features (often Asian culture is technology centric whereas Western culture is often experience-centric).
<p>EVIDENCE GUIDE</p>	
<p>The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.</p>	
<p>Critical aspects for assessment and evidence required to demonstrate competency in this unit</p>	<p>The critical aspects should reflect what someone competent in the workplace is able to do and what is acceptable evidence to permit an assessor to make a professional judgment. Evidence must be provided of the following:</p> <ul style="list-style-type: none"> analysing desired outcomes for developing a presence in Asia knowledge of where to seek information for conducting business in Asia conducting a risk analysis for proposed business in Asia developing performance management methods for business in Asia knowledge of employment practices in proposed Asian region.
<p>Context of and specific resources for assessment</p>	<p>Assessment of performance requirements in this unit should be undertaken within the context of Asian business capability.</p> <p>Participants may gain relevant experiential learning and assessment opportunities in formal, distance or workplace facilities, under supervision or mentoring. Participants may utilise media to generate and submit reports or presentations to support each performance criterion.</p> <p>The responsibility for valid workplace assessment lies with the training provider through its designated supervisor/mentor.</p>
<p>Method of assessment</p>	<ul style="list-style-type: none"> Project work Written reports supported by practical assignments or tasks for individual assessment

	<ul style="list-style-type: none">• Observation of workplace practice supported by personal interviews• Practical display with personal interview, presentations or documentation• Case studies• Essays and assignments <p>Resources required for assessment include:</p> <ul style="list-style-type: none">• Access to a relevant workplace or closely simulated Asian business environment• Accessibility to suitable books, journals and papers together with computer hardware, software and/or other appropriate technology necessary to address the elements and satisfy the performance criteria of this unit.
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VU21769 Assess risk for business in Asia			
Unit Descriptor			
<p>This unit describes the performance outcomes, skills and knowledge required to assess risks in a range of business in Asia contexts.</p> <p><i>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</i></p>			
Employability Skills			
<p>This unit contains Employability Skills.</p>			
Application of the Unit			
<p>This unit applies to personnel who conduct or plan to conduct business activity in Asia. It applies to individuals who are working in positions of authority. They may or may not have responsibility for directly supervising others.</p> <p>The unit may relate to a small to medium size organisation or a significant business unit within a large enterprise.</p>			
ELEMENT		PERFORMANCE CRITERIA	
Elements describe the essential outcomes of a unit of competency.		Performance criteria describe the required performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.	
1.	Establish risk context for business in Asia	1.1	Review organisational processes, procedures and requirements for undertaking internal and external risk management for business in Asia.
		1.2	Determine the scope of the risk management process.
		1.3	Access and interpret current, relevant international and country specific legal obligations and ethical practices with regard to international business .
		1.4	Review political, economic, social, legal , technological and policy context that is relevant to business in Asia.
		1.5	Obtain organisational support for risk management activities.
		1.6	Communicate with relevant parties about the risk management process for business in Asia and invite participation.
2.	Identify risks for business in Asia	2.1	Invite relevant parties to assist in the identification of risks of business in Asia.
		2.2	Research internal and external risks that may apply to the scope for business in Asia.
		2.3	Use tools and techniques to generate a list of risks that apply to the scope for business in Asia, in consultation with relevant parties.

3.	Analyse risks for business in Asia	3.1	Assess likelihood of risks occurring during business in Asia.
		3.2	Assess impact or consequence if risks occur during business in Asia.
		3.3	Conduct evaluation of risks and prioritise risks for treatment.
4.	Select risk control and mitigation options for business in Asia	4.1	Determine and select the most appropriate options for treating or mitigating risks for business in Asia.
		4.2	Assess the financial viability of business in Asia and match organisational capability with market needs.
		4.3	Devise solutions to meet both legislative and business requirements in Asian business.
		4.4	Develop an action plan for implementing risk treatment for business in Asia.
		4.5	Communicate risk management processes to relevant parties.
		4.6	Document risk management analysis and determine timelines for review and analysis of risk in business in Asia.

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

Required Skills

- English language and literacy skills to:
 - o read, interpret and communicate legislation, regulations, policies, procedures and guidelines relating to country-specific Asian business practices
 - o communicate impartially and diplomatically with diverse stakeholders, including conducting open discussions
 - o articulate risk identification and risk management processes for business in Asia
- interpersonal skills to:
 - o consult and provide advice on Asian business risk management issues
 - o work with others and relate to people from a range of cultural, social and religious backgrounds
- planning skills to:
 - o identify, analyse and develop mitigation strategies for risks in business in Asia
 - o incorporate the political and government influence on commerce
 - o assess the financial viability of new opportunities and matching organisational capability with market needs
 - o develop a range of options in response to difficulties arising from conducting business in a complex environment
 - o analyse compliance legislative issues in Asian business activities, devising solutions to meet both legislative and business requirements
 - o develop techniques to overcome resistance

- o control, minimise, or eliminating hazards that may exist during activity in the Asian business context
- research skills to identify internal and external risks pertaining to business in Asia.

Required Knowledge

- planning methods to:
 - o plan for the overall operations of the organisation and local customs for employees
 - o incorporate relevant, Asian country-specific workforce policies and capability in business plans
- relevant international trade related legislation and legislation that affects business operation, in regard to:
 - o occupational health and safety
 - o environmental law
 - o equal opportunities
 - o industrial relations
 - o anti-discrimination
 - o reasonable adjustment in the workplace for people with a disability
 - o duty of care
 - o company law
 - o freedom of information
 - o industrial relations law
 - o privacy and confidentiality
 - o legislation relevant to organisational operations
 - o legislation relevant to operation as a business entity in Asia
- organisational policies and procedures, including:
 - o overall operations of the organisation
 - o risk management strategy:
 - ISO Risk Management – Principles and Guidelines
 - Types of available insurance and insurance providers
 - o policies and procedures for risk management.

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

Internal and external risk may include:

- internal:
 - o business capability to operate, protect IP and resources etc.
 - o human behaviour
 - o individual activities
 - o commercial relationships in Asia
 - o technology
- external:
 - o cultural differences relating to business in Asia
 - o economic circumstances and scenarios
 - o competition
 - o international legislation pertaining to specific business in Asia
 - o management activities and controls
 - o natural events
 - o political risk, checking agencies that can produce political risk rating:
 - the Economist Intelligence Unit
 - Euromoney
 - The World Bank
 - o policy uncertainty:
 - political hazards – an objective measure of political institutions
 - a change in the political environment
 - o political stability
 - o political circumstances pertaining to business in Asia
 - o technology
 - o purchasing power parity in relation to:
 - foreign exchange rate changes
 - currency conversion
 - trade weighted index
 - balance of trade
 - o interest rate differentials.

<p>Scope may include:</p>	<ul style="list-style-type: none"> • project in Asia • differences in risk profiles, i.e. for manufacturing or exporting product or service • specific business organisation or unit • product or service • external environment • international organisational environment • specific function: <ul style="list-style-type: none"> o financial management o OHS o Governance.
<p>International and country specific legal obligations may include</p>	<p>Anti-bribery and corruption laws and conventions:</p> <ul style="list-style-type: none"> • United Nations Convention against Corruption; • <i>Criminal Code Amendment (Bribery of Foreign Public Officials) Act 1999</i> (Australia) • <i>The Foreign Corrupt Practices Act of 1977 (FCPA)</i> (United States) • <i>The Bribery Act 2010</i> (United Kingdom). <p>Privacy laws and conventions:</p> <ul style="list-style-type: none"> • OECD Recommendation on Privacy Law Enforcement Cooperation (2007) • Privacy Act 1988 (Australia) • <i>EU Directive 95-46-EC –The Data Protection Directive</i> (European Union) <p>Labour laws and conventions:</p> <ul style="list-style-type: none"> • International Labour Organisation Declaration and the Fundamental Principles and Rights at Work; • The Convention on the Rights of the Child (No. 138 on the Minimum Age for Admission to Employment, 1973) and No. 182 on the Worst Forms of Child Labour, 1999 <p>International Trade laws and conventions:</p> <ul style="list-style-type: none"> • Article VI of the GATT (Anti-Dumping) • Customs Tariff (Anti-Dumping) Act 1975 • Charter of the United Nations Act 1945 (Cth) – Part V and Part VI (Sanctions) • Autonomous Sanctions Act 2011 (Cth) (Australia) • Customs (prohibited imports) regulations 1956 <p>Environmental laws and conventions:</p> <ul style="list-style-type: none"> • Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, Rotterdam, 1998; • <i>Illegal Logging Prohibition Act 2012</i> (Australia)

	<ul style="list-style-type: none"> • Convention on the International Trade in Endangered Species of Wild Flora and Fauna (CITES) ; • Convention on the Prevention of Marine Pollution by Dumping Wastes and Other Matter
<p><i>Ethical practices with regard to international business</i> may include</p>	<ul style="list-style-type: none"> • codes of practice • ethical principles • society’s expectations • cultural expectations and influences • social responsibilities • ethical work practices • sound contracting of staff • sound work premises • safety issues • security • privacy issues • environmental issues
<p><i>Legal</i> may include</p>	<ul style="list-style-type: none"> • requirements specified in international law • international trade agreements and treaties, including: <ul style="list-style-type: none"> ◦ bilateral or multilateral treaty or other enforceable compact committing two or more nations to specified terms of commerce, usually involving mutually beneficial concessions ◦ general agreement of Tariffs and Trade (GATT) – a multilateral trade treaty among governments, embodying rights and obligations that constitute codes that are intended to help reduce trade barriers between signatories to promote trade through tariff concessions • legislation applicable to supplier country • regulations and codes of practice, including: <ul style="list-style-type: none"> • regulations and codes of practice for the international freight transfer • Australian and international regulations and codes of practice for the handling and transfer of goods, including dangerous goods and hazardous substances: <ul style="list-style-type: none"> ◦ Australian and International Dangerous Goods codes (ADG and IDG) ◦ Australian Marine Orders and International maritime Dangerous Goods Code ◦ IATA Dangerous Goods by Air Regulations ◦ Australian and International Explosives Codes • relevant regulations for the import and export of cargo • Australian and international standards and certification requirements • INCOTERMS – the set of international rules for the interpretation of trade terms published by the International Chamber of Commerce (ICC)

	<p>and applied to imports and exports to specify transport and payment conditions</p> <ul style="list-style-type: none"> • Australian regulatory controls: <ul style="list-style-type: none"> ◦ Australian Customs Service (ACS) requirements ◦ Australian Quarantine Inspection Services (AQIS) requirements ◦ requirements of other government departments and agencies ◦ relevant State/Territory Workplace Health and Safety legislation ◦ relevant State/Territory environmental protection legislation • Trade Practices Acts.
Relevant parties may include:	<ul style="list-style-type: none"> • all personnel • Asian and Australian stakeholders that are internal and external to the organisation • senior management • specific teams or business units • technical experts.
Research may include:	<ul style="list-style-type: none"> • Asian data or statistical information • information from other business areas • lessons learned from other projects or activities • market research • previous experience • public consultation • review of literature and other information sources • ISO Risk Management – Principles and Guidelines.
Tools and techniques may include:	<ul style="list-style-type: none"> • brainstorming • checklists • fishbone diagrams • flowcharts • scenario analysis.
Likelihood may refer to:	<ul style="list-style-type: none"> • probability of a given risk occurring: <ul style="list-style-type: none"> ◦ very likely ◦ likely ◦ possible ◦ unlikely ◦ rare.
Impact or consequence may include:	<ul style="list-style-type: none"> • significant or outcomes if the risk occurs: <ul style="list-style-type: none"> ◦ disastrous ◦ severe

	<ul style="list-style-type: none"> o moderate impact o minimal impact.
Options may include:	<ul style="list-style-type: none"> • avoiding the risk • changing the consequences • changing the likelihood • retaining the risk • sharing the risk with a third party • insurance • seeking Asian expertise to manage the risk.
Action plans must include:	<ul style="list-style-type: none"> • what actions are required • who is taking responsibility • timelines • monitoring processes • communicating actions in a manner that is culturally sensitive to the Asian country or countries of operation.
EVIDENCE GUIDE	
The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>The critical aspects should reflect what someone competent in the workplace is able to do and what is acceptable evidence to permit an assessor to make a professional judgment. Evidence must be provided of the following:</p> <ul style="list-style-type: none"> • developing a risk management plan for business in Asia, which includes a detailed stakeholder analysis, explanation of the risk context, critical success factors, identified and analysed risks and treatments for prioritised risks • knowledge of relevant legislation and codes of practice pertaining to country-specific employment in Asia.
Context of and specific resources for assessment	<p>Assessment of performance requirements in this unit should be undertaken within the context of Asian business capability.</p> <p>Participants may gain relevant experiential learning and assessment opportunities in formal, distance or workplace facilities, under supervision or mentoring. Participants may utilise media to generate and submit reports or presentations to support each performance criterion.</p> <p>The responsibility for valid workplace assessment lies with the training provider through its designated supervisor/mentor.</p>
Method of assessment	<ul style="list-style-type: none"> • Project work • Written reports supported by practical assignments or tasks for individual assessment • Observation of workplace practice supported by personal interviews • Practical display with personal interview, presentations or documentation • Case studies

	<ul style="list-style-type: none">• Essays and assignments <p>Resources required for assessment include:</p> <ul style="list-style-type: none">• Access to a relevant workplace or closely simulated Asian business environment• Accessibility to suitable books, journals and papers together with computer hardware, software and/or other appropriate technology necessary to address the elements and satisfy the performance criteria of this unit.
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VU21770 Tailor a product or service for the Asian market	
<p>Unit Descriptor</p> <p>This unit describes the performance outcomes, skills and knowledge required to tailor a product or a service for the Asian market. It includes conducting research and selecting an appropriate product or service to suit the Asian market.</p> <p><i>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</i></p>	
<p>Employability Skills</p> <p>This unit contains Employability Skills.</p>	
<p>Application of the Unit</p> <p>This unit applies to personnel who conduct or plan to conduct business activity in Asia. An understanding of the product or service integral to the proposed business is required.</p> <p>The unit may relate to a small to medium size organisation or a significant business unit within a large enterprise.</p>	
ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where <i>bold italicised</i> text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse Asian market information	<p>1.1 Research and analyse the <i>Asian market</i> to evaluate business opportunities in an existing or new <i>product or service</i>.</p> <p>1.2 Assess historically related product or service use in Asian country or countries of business or intended business activity.</p> <p>1.3 Analyse past trends and <i>legislation</i> that apply to the Asian market to determine market variability and associated risks.</p> <p>1.4 Determine the <i>challenges of being innovative</i> when conducting business in Asia.</p>
2. Access Asia specific product or service intelligence	<p>2.1 Access the information needed to determine <i>the fit between the product or service and the Asian market</i>.</p> <p>2.2 Conduct research from various <i>information sources</i> on customer profile and requirements, Asian cultural characteristics and timelines that are relevant to the product or service.</p> <p>2.3 Generate ideas on a suitable product or service for business in Asia.</p> <p>2.4 Consider the most appropriate product or service based on customer stated requirements in terms of features, benefits, terms and conditions and other factors that are important to the Asian market.</p>

3.	Determine the most suitable product or service option(s) to meet the Asian market	3.1	Recommend the most suitable product or service option(s) to stakeholders and or potential customers.
		3.2	Analyse business capabilities and constraints to ensure delivery capability of product or service option(s).
		3.2	Discuss option(s) with appropriate personnel or stakeholders and agree on the most appropriate.
		3.3	Establish suitable product or service option(s) in line with market research and/or organisational policy and relevant legislation.

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

- English language communication skills to:
 - o provide comprehensive product and service information to stakeholders, using questioning and active listening as required
 - o present product or service option(s) and negotiate with potential customers
 - o liaise with others, share information, listen and understand
 - o use language and concepts appropriate to Asian cultural differences
- IT skills to:
 - o access and use appropriate software, such as spreadsheets and databases and use internet information
 - o manage information on product(s) or service(s)
- well-developed literacy skills to:
 - o analyse information and products to suit the Asian market
 - o document product or service option(s)
 - o read, interpret and communicate legislation, regulations, policies, procedures and guidelines relating to country specific Asian product(s) or service(s)
- critical thinking skills to determine opportunities and business capability
- problem solving skills to address market product or service issues
- research skills to conduct market research relating to product or suitability to the Asian market
- organisational skills, including:
 - o the ability to evaluate the capability of local associates
 - o the ability to plan and sequence work
 - o arrange for cultural information to be communicated to appropriate personnel.

Required Knowledge

- organisational policies and procedures and terms and conditions, including:
 - o regulatory processes
 - o Asian industry requirements and legislation applicable to the relevant product(s) or service(s) and the relevant situations
- research methods to access and interpret:
 - o support information
 - o materials
 - o relevant brochures
 - o other appropriate information
- relevant product(s) or service(s) available and valued by the Asian market, including:
 - o product(s) or service(s) developed by other vendors, lenders and/or organisations that are used by or contracted out by the organisation
 - o specific benefits and features of the relevant product(s) or service(s) and how they are perceived in Asia
- business ethics and local nuances:
 - o discretion
 - o the importance of public perception
 - o business card rituals
 - o developing a trusting relationship
 - o providing relevant information to the decision maker
 - o the importance of discussing the technical details about product or service features.

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

Asian market may include:

- wholesalers
- retailers
- exporters
- private and public sector organisations and enterprises
- markets in:
 - o Central Asia
 - o East Asia
 - o North Asia
 - o Northeast Asia
 - o South Asia
 - o Southeast Asia
 - o Southwest Asia
 - o Western Asia

	<ul style="list-style-type: none"> o Inner Asia o Indian sub-continent o China o Greater Mekong subregion o Australia.
<p>Product or service may include:</p>	<ul style="list-style-type: none"> • visualising the product or service idea: <ul style="list-style-type: none"> o what is the concept o why might the consumer want it • product(s) or service(s) developed and offered by the organisation • product(s) or service(s) developed by other vendors, lenders and organisations that are used by or contracted out by the organisation.
<p>Legislation may include:</p>	<ul style="list-style-type: none"> • codes of practice • ethical principles • copyright • social responsibilities • safety issues • security breaches • privacy breaches • other strategies to minimise or transfer risk • selection or rejection of particular payment methods • specifying a particular currency for payment • company law • international law • trade agreements and treaties, including: <ul style="list-style-type: none"> o bilateral or multilateral treaty or other enforceable compact committing two or more nations to specified terms of commerce, usually involving mutually beneficial concessions o general agreement of Tariffs and Trade (GATT) – a multilateral trade treaty among governments, embodying rights and obligations that constitute codes that are intended to help reduce trade barriers between signatories to promote trade through tariff concessions o GATT TIS • legislation applicable to supplier country • regulations and codes of practice.

<p>Challenges of being innovative may include:</p>	<ul style="list-style-type: none"> • budgetary or other resource constraints • competing priorities • organisational culture • difficulty with breaking old patterns of operation • business image • time pressures.
<p>The fit between the product or service and the Asian market may include:</p>	<ul style="list-style-type: none"> • analysing the distribution and its impact on product(s) • analysing the chain of command for service delivery • market overview: <ul style="list-style-type: none"> o historical data (3 to 5 years) o trend projection (3 to 5 years) • distribution channels: <ul style="list-style-type: none"> o available distribution channels o estimated size of distribution channels o distribution methods • the need for your products or services in the Asian market of choice: e.g.: <ul style="list-style-type: none"> o minerals and fuels o energy investment o food and food technologies o transport o education o country specific e.g.: <ul style="list-style-type: none"> · China is active pursuit of new technologies to boost the country's global competitiveness · Australia offers services that complement India's economic rise in education, tourism, financial services and insurance • domestic competition: <ul style="list-style-type: none"> o can your products be easily copied (you might lose your competitive advantage to low-cost domestic competitors) • rules and regulations: <ul style="list-style-type: none"> o taxation o entry barriers • pricing • packaging • manner of promotion • safety issues • copyright

	<ul style="list-style-type: none">• ethical and cultural principles.
<p><i>Information sources</i> may include:</p>	<ul style="list-style-type: none">• advice from:<ul style="list-style-type: none">o academicso chambers of commerceo colleagues who are residents or former residents of chosen Asian country or countrieso industry associationso other private agencies specialising in business in Asiao professional advisorso senior colleagueso technical expertso training providers• government agencies such as:<ul style="list-style-type: none">o Austradeo state/territory government departments• professional libraries

	<ul style="list-style-type: none"> • reference material: <ul style="list-style-type: none"> o paper-based o internet • trade journals • information on potential risk, including: <ul style="list-style-type: none"> o selection or rejection of particular payment methods o specifying a particular currency for payment.
<p>Business capabilities may include:</p>	<ul style="list-style-type: none"> • financing • operational capability • access to human resources • competition • capacity to conduct international business in Asia • management • product or service expertise • return on investment • managing across functional areas
<p>Market research may include:</p>	<ul style="list-style-type: none"> • tastes of different cultures • visual packaging preferences, including colour and shape of packaging • physical location of the product on the shelf • appropriate sales techniques for Asian regions • markets in Asian regions
<p>EVIDENCE GUIDE</p>	
<p>The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.</p>	
<p>Critical aspects for assessment and evidence required to demonstrate competency in this unit</p>	<p>The critical aspects should reflect what someone competent in the workplace is able to do and what is acceptable evidence to permit an assessor to make a professional judgment. Evidence must be provided of the following:</p> <ul style="list-style-type: none"> • researching Asian markets to determine suitability of the proposed product or service

	<ul style="list-style-type: none"> • developing product or service specific knowledge as applied to the Asian market • analysing business capability with regard to conducting business in Asia • recommending a suitable product or service for the relevant Asian market.
<p>Context of and specific resources for assessment</p>	<p>Assessment of performance requirements in this unit should be undertaken within the context of Asian business capability.</p> <p>Participants may gain relevant experiential learning and assessment opportunities in formal, distance or workplace facilities, under supervision or mentoring. Participants may utilise media to generate and submit reports or presentations to support each performance criterion.</p> <p>The responsibility for valid workplace assessment lies with the training provider through its designated supervisor/mentor.</p>
<p>Method of assessment</p>	<ul style="list-style-type: none"> • Project work • Written reports supported by practical assignments or tasks for individual assessment • Observation of workplace practice supported by personal interviews • Practical display with personal interview, presentations or documentation • Case studies • Essays and assignments <p>Resources required for assessment include:</p> <ul style="list-style-type: none"> • Access to a relevant workplace or closely simulated Asian business environment • Accessibility to suitable books, journals and papers together with computer hardware, software and/or other appropriate technology necessary to address the elements and satisfy the performance criteria of this unit.