Section 2: Business Management

The BHS Performance suite of qualifications are awarded upon achievement of relevant sections.

Section 2: Business Management, covers the following units:

- Unit 3: Business Management Skills
- Unit 4: Business Management Presentation

You will complete Section 2: Business Management if you are working towards any of the following qualifications:

Performance Centre Manager

Performance Centre Manager with Riding

Performance Coach BHSI

Performance Dressage Coach BHSI

Performance Show Jumping Coach BHSI

The next few pages will detail the unit structure of units 3 and 4. The unit structure lists the assessment criteria you will be assessed against to achieve each unit. We strongly recommend you also read our Guidelines document (relevant to the qualification you are working towards) which also details the scope of the assessment.

Each unit is required to be achieved in one attempt, however once passed, that unit is 'banked'. Generally, Section 2: Business Management is assessed in one day, but you can take these units on different days if you prefer. Assessment dates are listed on our [website](#).

You will find our Guidelines document, plus further recommend reading, resources and links to training events on our [website](#).

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Career Pathways

Unit Structure

Unit 3: Business Management Skills

Unit Aim

This unit aims to enable learners to demonstrate that they have the business management skills and knowledge required for a performance centre manager, freelance performance coach or consultant.

Unit Introduction

This unit assumes a comprehensive understanding of terminology, concepts and techniques used in the management of an equestrian business.

Learning Outcome The learner will be able to:	Assessment Criteria	Guidance on the breadth of content that may be covered during assessment.	Assessment Method
1. Understand the training requirements for the strategic organisation of a business	1.1 Explain methods for implementing a **range** of **policies, procedures and working practice**	**Range** = 3 or more **Policies, procedures and working practice** may include: • Safeguarding • GDPR • Fire procedure and prevention • Risk assessment procedures • Accident/incident (procedure and reporting (including RIDDOR)) • Health and Safety (including COSHH) • Equality and Diversity • Radicalisation and the Prevent Duty	Discussion
2. Understand managerial responsibilities and requirements for business success	2.1 Explain how to **support** staff **wellbeing**	**Support** may include: Legal requirements: • Contract • Working hours and conditions • Paid leave Other support: • Development and career progression • Motivation • Incentives and rewards • Wage structure • Appraisals / regular meetings • Staff initiatives (ie mental health first aiders) • Recruitment and retention **Wellbeing** to include: • Physical and mental health	Discussion
	2.2 Evaluate the **impact** of **employment regulations** on business growth	**Impact** may include: • Cost • Forward planning requirements • Resources (ie HR department / consultant) • Security for employers and employees **Employment regulations** may include: • Contract requirements • Pension (auto enrolment) • Working hours • Paid leave • Wage / minimum wage / cost of living wage • Apprentices • Number of staff • Health and Safety	Discussion

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	2.3 Evaluate the **impact** of business growth on **financial requirements**	**Impact** may include: • Cost • Governance and structure • Forward planning requirements • Resources (Finance team in house / consultant / accountant) • Economy of scale **Financial requirements** may include: • Fixed and variable costs • Banking facilities • VAT • Account preparation • Income and expenditure • Invoicing • Tax • Financial capitalisation • Budgeting and regular forecasting	Discussion
	2.4 Analyse a **range** of **risks** to an equestrian business and the **impact** on the success of the business	**Range** = 2 or more **Risks** may include: • Fraud • Cyber security • Burglary • Not keeping up with modern technology (offering different payment options / plans, lost marketing opportunities) • Social media • Sustainability of business model • Carbon footprint of business • Brexit / EU • Contagious disease outbreak • Major accident / fatality • Serious welfare concern • Ageing of horses / illness / injury **Impact** may include: • Costs (rent, rates, insurance) • Risk Assessments • Forward planning requirements • Resources • Offering additional services to maintain business (livery, holiday B&B, competitions) • Loss of business • Closure / shut down	Discussion
	2.5 Explain a strategic plan	• Definition of a strategic plan • What a strategic plan is used for • Benefit to the business • Development of a strategic plan • Who has responsibility for implementation • Review of strategic plan	Discussion
	2.6 Explain the essential elements of a business plan for the application of finance	The learner should be able to explain a business plan required for the application of finance towards the development of a facility or facilities within the business. **Finance** may include: • Bank loan • Overdraft • Re-mortgage **Plan** may include: • Reasons to develop • Planning permission • Legal requirements and regulations • Cost and added value to business • Maintenance plan or development plan	Discussion

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		Facility or facilities may include: • Surfaces / arenas • Grassland • Car park • Out buildings / communal rooms • Stables	

Please check the latest syllabus prior to booking. We regularly review our course content to make it relevant and current for the benefit of our learners. For these reasons, unit specifications may be updated.

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Unit Structure

Unit 4: Business Management Presentation

Unit Aim

This unit aims to enable learners to plan a response to manage a major incident on a yard or other equestrian business. Learners will present their proposed response to a panel of industry professionals.

Unit Introduction

This unit assumes an understanding of terminology, concepts and techniques used in the management of an equestrian business. Learners will present a response to a major incident to include the management of horses, staff and stakeholders (if applicable).

The learner will present on a pre-defined scenario, scenarios will be one of the below:

- Outbreak of an infectious / contagious disease
- Repercussions following a riding fatality on site
- Serious welfare concern
- Celebrity / media visit
- Social media fake news
- Break in / burglary
- Flooding or fire
- IT failure / GDPR breach / power cut
- Serious safeguarding concern

At the assessment, the learner will be given a case study that includes details of the business and a major incident relating to one of the above scenarios. The learner will be given at least 60 minutes of preparation time to prepare a response as if they were presenting to their Chief Executive or Board of Directors (of the business). The learner will assume the role of Senior Manager and will have responsibility for the management of the incident.

The learner will present their response to an assessor. The discussion will last no longer than 30 minutes.

Learning Outcome The learner will be able to:	Assessment Criteria	Guidance on the breadth of content that may be covered during assessment.	Assessment Method
1. Present a response to a major incident	1.1 Demonstrate **communication skills**	**Communication skills** may include: • Eye contact • Tone/clarity of voice • Body language	Observation
	1.2 Demonstrate technical understanding	• Technical content meets industry requirements and good practice • Good understanding of technical content, language and terminology • Appropriate to current law and legislation	Observation and discussion
	1.3 Explain the nature and possible **impact** to the business	**Impact** may include: • Staff and horses • Cost • Resources • Adverse publicity • Reputation	Observation and discussion
	1.4 **Plan** a response	**Plan** may include: • Risk assessment (if appropriate) • Immediate response (first few hours) • Medium term (1-5 days)	Observation and discussion

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		• Long term (weeks after) • Management of staff and horses • Consideration for staff and horse welfare • Minimising disruption to business as usual • Resources required • Cost • Stakeholder involvement • Damage limitations • Management of negative or adverse publicity • External communications • Any changes in future management to prevent reoccurrence • Other relevant actions specific to the incident	
	1.5 Analyse potential **repercussions**	**Repercussions** may include: • Staff morale • Horsepower • Loss of income • Loss of sponsorship/partnerships • Reputation • Future business	Observation and discussion

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