



Australian Government

Department of Education, Employment and Workplace Relations

MSACMS603A Develop manufacturing related business plans

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the knowledge and skills needed to develop business plans in a competitive manufacturing environment.
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Application of the Unit

Application of the unit	<p>In a typical scenario, the person (who may be a production/plant manager, purchasing/technical officer or similar) is required to develop a section business plan to meet the requirements of the overall strategic plan of the organisation. The plan includes the impact on the value chain and other critical competitive manufacturing factors. Due competitive pressures in manufacturing, this may be a reasonably frequent activity and can occur at any time over the business cycle. The plan may be in response to a specific change, or it may be a plan for the next period.</p> <p>This unit primarily requires the application of skills associated with communication in gathering, analysing and applying information and consulting with stakeholders. Problem solving, initiative and enterprise, and planning and organising are required to develop effective and measurable business plan. This unit also requires aspects of self management and learning to ensure feedback and new learning is integrated into competitive manufacturing strategies.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	
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Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance Criteria describe the performance needed to demonstrate achievement of the Element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Determine purpose of plan	1.1. Confirm reason for developing plan and expected outcomes from plan 1.2. Confirm purpose of plan with all relevant stakeholders 1.3. Check expected outcomes from plan with overall strategic plan for organisation 1.4. Identify any potential areas for conflict between proposed plan and strategic directions 1.5. Negotiate with relevant stakeholders to resolve issues
2. Develop objectives and strategies	2.1. Draft objectives for business plan 2.2. Draft strategies to achieve these objectives 2.3. Determine implications for value chain 2.4. Determine capital or workplace layout/organisation implications for objectives and strategies
3. Develop plans to meet objectives and strategies	3.1. Negotiate with relevant stakeholders over implications for objectives and strategies 3.2. In liaison with relevant stakeholders, develop plans to meet objectives 3.3. Determine relevant Key Performance Indicators (KPIs) for plan 3.4. Check Key Performance Indicators (KPIs) are appropriate for purpose of plan 3.5. Check plan will deliver planned purpose 3.6. Map plan to changed value chain 3.7. Adjust plan to optimise value chain 3.8. Validate plan with relevant stakeholders
4. Monitor the implementation of the plan	4.1. Release plan for implementation 4.2. Check the key progress points against the key stages of the plan 4.3. Note any discrepancies 4.4. Take appropriate action to ensure correct implementation of plan

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- planning
- communication
- negotiating
- prioritising
- numeracy/calculation
- problem solving
- organising information

Required knowledge

- knowledge of organisation strategic directions
- planning methods and types of plans
- contingency planning and other risk mitigating planning tools
- the organisation's value chain
- analysis of value chain
- competitive manufacturing practices
- application of quality principles
- human resources and Industrial Relations
- OHS

Evidence Guide

EVIDENCE GUIDE	
<p>The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the assessment guidelines for this training package.</p>	
Overview of assessment requirements	The person will be able to develop a plan which successfully delivers plan objectives.
What are the specific resource requirements for this unit?	Access to a workplace implementing competitive manufacturing strategies is required. No other specific resources are required.
What critical aspects of evidence are required to demonstrate competency in this unit?	Evidence of having developed a plan which meets its objectives.
In what context should assessment occur?	Assessment will need to occur in a competitive manufacturing organisation and where the individual is undertaking business planning or by project or case study.
Are there any other units which could or should be assessed with this unit or which relate directly to this unit?	This unit may be assessed concurrently with appropriate units.
What method of assessment should apply?	<p>Assessors must be satisfied that the person can consistently perform the unit as a whole, as defined by the Elements, Performance Criteria, skills and knowledge. A holistic approach should be taken to the assessment.</p> <p>Assessors should gather sufficient, fair, valid, reliable, authentic and current evidence from a range of sources. Sources of evidence may include direct observation, reports from supervisors, peers and colleagues, project work, samples, organisation records and questioning. Assessment should not require language, literacy or numeracy skills beyond those required for the unit.</p> <p>The assessee will have access to all techniques, procedures, information, resources and aids which would normally be available in the workplace.</p> <p>The method of assessment should be discussed and agreed with the assessee prior to the commencement of the assessment.</p>

EVIDENCE GUIDE**What evidence is required for demonstration of consistent performance?**

Evidence from one significant plan should be sufficient, or alternatively from several smaller business plans.

Range Statement

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, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<p>Competitive manufacturing</p>	<p>Competitive manufacturing is used to describe the range of systemic manufacturing practice concepts and approaches. It covers but is not limited to:</p> <ul style="list-style-type: none"> • lean manufacturing • agile manufacturing • preventative and predictive maintenance approaches • monitoring and data gathering systems such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Manufacturing Resource Planning (MRP), and proprietary systems such as SAP • statistical process control systems including six sigma and three sigma • Just in Time (JIT), kanban and other pull related manufacturing control systems • supply, value, and demand chain monitoring and analysis • other continuous improvement systems. <p>Competitive manufacturing should be interpreted so as to take into account the stage of implementation of competitive manufacturing approaches, the enterprise's size and work organisation, culture, regulatory environment and manufacturing sector.</p>
<p>Plan</p>	<p>Plan may include any sort of business plan and may emphasise any of the areas for sub-plans over the others.</p>
<p>Objectives</p>	<p>Objectives may include:</p> <ul style="list-style-type: none"> • quality • occupational health and safety (OHS) • environment • competitive manufacturing practices • human, physical, financial and environmental/resource.

RANGE STATEMENT	
Objectives and strategies	Objectives and strategies may include: <ul style="list-style-type: none"> • human and industrial relations • material/component and resources • sustainable environmental practices • sales and marketing • financial.
Relevant stakeholders	Relevant stakeholders may include: <ul style="list-style-type: none"> • other team members • other workers • management • technical specialists • other members of the value chain.

Unit Sector(s)

Unit Sector	CM Systems
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Co-requisite units

Co-requisite units	
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Functional area

Functional Area	
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