



Australian Government

Department of Education, Employment and Workplace Relations

BSBSBM405A Monitor and manage business operations

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit is concerned with the operation of the business and with implementing the business plan. The strategies involve monitoring, managing and reviewing operational procedures. It is suitable for existing micro and small businesses or a department in a larger organisation.

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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

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Element	Performance Criteria
1 Develop operational strategies	<p>1.1 Action plan is developed to provide a clear and coherent direction in accordance with the business goals and objectives</p> <p>1.2 Occupational Health and Safety and environmental issues are identified and strategies implemented to minimise risk factors</p> <p>1.3 Strategies for using existing, new or emerging technologies are developed and implemented where practicable to optimise business performance</p> <p>1.4 Performance measures, operational targets and quality assurance issues are developed to conform with the business plan</p> <p>1.5 Structured approach to innovation, including the utilisation of existing, new or emerging technologies, is developed to respond to changing customer requirements</p>
2 Implement operational strategies	<p>2.1 Systems and key performance indicators/targets are implemented to monitor business performance and customer satisfaction</p> <p>2.2 Systems to control stock, expenditure/cost, wastage/shrinkage and risks to health & safety are implemented in accordance with the business plan</p> <p>2.3 Staffing requirements, where applicable, are maintained within budget to maximise productivity</p> <p>2.4 The provision of goods/services is carried out in accordance with established technical, legal and ethical standards</p> <p>2.5 The provision of goods/services meets time, cost and quality specifications in accordance with customer requirements</p> <p>2.6 Quality procedures are applied to address product/service and customer requirements</p>

- 3 Monitor business performance
 - 3.1 The achievement of operational targets is regularly monitored/reviewed to ensure optimum business performance in accordance with the goals and objectives of the business plan
 - 3.2 Systems and structures are reviewed, with a view to more effectively supporting business performance
 - 3.3 Operating problems are investigated and analysed to establish causes, and changes implemented as required
 - 3.4 Operational policies and procedures are changed to incorporate corrective action taken
- 4 Maintain networks
 - 4.1 Relevant personal and professional networks identified and maintained to support business operation
 - 4.2 Strategies developed for use of networks to assist in promoting the business and for monitoring changing business requirements
- 5 Review business operations
 - 5.1 Business plan is reviewed and adjusted as required to maintain business viability in accordance with business goals and objectives
 - 5.2 Proposed changes are clearly recorded to aid future planning and evaluation
 - 5.3 Ongoing research into new business opportunities is undertaken and business goals and objectives adjusted as new business opportunities arise

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range of Variables.

Critical Aspects of Evidence

ability to develop strategies to successfully manage the operation of the business by interpreting information and making appropriate adjustments to the business operations as required

Underpinning Knowledge*

* At this level the learner must demonstrate understanding of a broad knowledge base incorporating theoretical concepts, with substantial depth in some areas.

National, State/Territory and Local Government legislative requirements affecting business operation, especially in regard to Occupational Health and Safety and environmental issues, EEO, industrial relations and anti-discrimination

OHS responsibilities and procedures for managing hazards

technical or specialist skills relevant to the business operation

relevant industry codes of practice

identification of relevant performance measures

quality assurance principles and methods

role of innovation

principles of risk management relevant to the business, including risk assessment

relevant marketing, sales and financial concepts

methods for implementing operation and revenue control systems

systems to manage staff, control stock, expenditure, services and customer service

methods for monitoring performance and implementing improvements

methods for developing and maintaining networks

Underpinning Skills

literacy skills to interpret legal requirements, company policies and procedures

communication skills including questioning, clarifying, reporting

numeracy skills for performance information and financial control

technical skills as relevant to the business

ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

Resource Implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations.

Context/s of Assessment

Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range of Variables

Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment

Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the Key Competency Levels at the end of this unit

Key Competency Levels

Collecting, analysing and organising information (Level 3) - to assist in business operation

Communicating ideas and information (Level 3) - to deal with customers, suppliers and staff

Planning and organising activities (Level 3) - to support and enhance the business operation

Working with teams and others (Level 3) - to build the business

Using mathematical ideas and techniques (Level 2) - to support the business operation

Solving problems (Level 3) - to reduce risk and enhance business opportunities

Using technology (Level 1) - to optimise business performance

Please refer to the Assessment Guidelines for advice on how to use the Key Competencies

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Range Statement

The Range Statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

Legislation, codes and national standards relevant to the workplace which may include:

award and enterprise agreements and relevant industrial instruments
national, State/Territory and Local Government legislative requirements affecting business operation, especially in regard to Occupational Health and Safety and environmental issues, EEO, industrial relations and anti-discrimination
relevant industry codes of practice

Operational strategies/ procedures may be determined by:

business premises (eg size, location, layout)
purchase (sole or shared ownership) or leasing.
premises, plant and equipment may be new or previously owned.
requirements may be one-off requirements or recurrent requirements (such as equipment maintenance) specific to the nature of the business
use of existing, new and emerging technologies including e-commerce
plant and equipment , including OHS requirements
physical and natural resources
methods/techniques/technology
management and administrative systems and procedures
technology
raw materials

Occupational Health and Safety and environmental issues must include:

establishment and maintenance of procedures for identifying risks to health and safety
establishment and maintenance of procedures for assessing and controlling risks
controls may include instructions to workplace personnel concerning: site hazards and controls, material safety data sheets, use of personal protective equipment, vehicle access , signs and barricades, traffic control, outside contractors
waste and by-products

Business goals and objectives may include:

goals, objectives, plans, systems and processes
short, medium or long term goals
financial projections
customer needs/marketing projections
proposed size and scale of the business, market focus of the business
lifestyle issues

Business outputs may include:

products
services

Operational targets may include:

internal targets which may relate to size, quality, quantity and diversity, wages to sales, sales to area/stock levels/stock turnover/average debtor payment periods and levels
external targets which may relate to market share and positioning and may involve exploring new markets, building national or international trade links
targets which may be short, medium or long term

staffing level and skills mix

Technical standards may include:

any current and generally agreed descriptions of what the product/service is, how it should be produced/delivered and the quality, safety, efficiency or other measures to determine the activity is done effectively

Networks may include:

personal contacts

professional associations

business/ industry association contacts

formal/ informal/ individual/ group/ organisational contacts

And may assist in the provisions of information on:

business trends

changes in business environment

client requirements

technical support

financial advice

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Unit Sector(s)

Not applicable.