



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT604A Manage business operations

Release: 1

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Modification History

Not applicable.

Unit Descriptor

The unit covers those activities required of a manager running a business operation and links closely with the business planning units. The emphasis is on the implementation of plans and the monitoring and response to systems failures.

This unit is the implementation of the work done in BSBMGT603A Review and develop business plans; co-assessment should be strongly considered.

Consider co-assessment also with BSBMGT606A Manage customer focus and BSBMGT609A Manage risk.

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Consider co-assessment also with BSBMGT606A Manage customer focus and BSBMGT609A Manage risk.

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 Implement tactical and operational plans	1.1 Supply chains of resources to organisation or department established and operating effectively 1.2 Requirements for skilled labour are met in accordance with plans 1.3 Activities are brought on line in accordance with scheduling requirements of plans 1.4 Preventative and breakdown maintenance arrangements for business systems are integrated into operations 1.5 Cost maintenance and control systems are implemented 1.6 Performance measurement systems are tested and operational 1.7 Projects are commenced consistent with the project management plan 1.8 Co-ordination of people, resources and equipment provide optimum results 1.9 Products/services meet quality and functional specifications
	1.1 Communication/consultation is undertaken according to plans 1.1 Implementation is consistent with business and strategic plans in place
2 Monitor performance	2.1 Performance indicators and criteria for assessment are confirmed and in place 2.2 Indicators/criteria are consistent with organisational objectives and planned outcomes 2.3 Projects are managed in accordance with established project management protocols 2.4 Timely reports on all key aspects of the business

are available and user-friendly, and balanced in terms of financial and non financial performance

2.5 System failures, product failures and variances to plan are reported as they occur

3 Respond to performance data

3.1 Relevant performance reports are identified and analysed in detail

3.2 System specifications and protocols are reviewed to eliminate future failure

3.3 Groups and individuals contributing to under-performance are coached, and training provided where appropriate

3.4 System processes and work methods are regularly reviewed as part of continual improvement

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 Statement.

Critical Aspects of Evidence

The evidence must cover the translation of the plans previously developed, into workable activities or projects

There must be evidence of a systematic value chain analysis of all of the support activities of the business and the outcomes of that analysis being translated into action

Evidence of risk management and evaluation of performance leading to effective remediation also needs to be present

OHS considerations may include:

review of OHS records and performance management measures

establishment and maintenance of OHS risk management approaches

systemic use of hierarchy of control measures

establishment and maintenance of OHS systems for project management

Underpinning Knowledge*

* At this level the learner must demonstrate understanding of specialised knowledge with depth in some areas.

Relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

Strategic planning

All legislation relevant to the organisation's operation

Critical path/PERT methodology

Relevant industrial awards and agreements

Electronic commerce systems

Consultative methods and processes

Performance measurement and benchmarking methodology

Operations management

High reliability organisational concepts

Energy management

Capital investment evaluative methodology including NPV and ROI

Underpinning Skills

Analytical and evaluative skills to assess supply chain performance

Performance measurement skills to develop and manage key performance indicators

Planning and co-ordination skills to ensure the people resources and equipment work in a functional manner to achieve optimum results

Communication/consultation skills to ensure all relevant groups and individuals are advised of what is occurring and are provided with an opportunity for input

Project management skills to ensure project objectives, outcomes and outputs are delivered on time, within budget, and incident free

Communication and report writing skills to keep all internal customers informed of activities and developments

Systems analysis and design skills to ensure that system outputs meet tactical/operational objectives and measure performance in a timely way

Coaching and training skills to remediate any under-performance present in the work group or individuals

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 Statement

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 ensure plans in place meet all quality requirements

Communicating ideas and information (Level 3) - to ensure that all appropriate individuals understand the plans and systems

Planning and organising activities (Level 3) - to review systems and processes to achieve continuous improvement

Working with teams and others (Level 3) - to ensure that they are pro-active in the management of the operations

Using mathematical ideas and techniques (Level 2) - to analyse system/product failures

Solving problems (Level 3) - to eliminate any negative variances to the plan

Using technology (Level 2) - to improve system processes and work methods wherever appropriate

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

relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

Supply chains means:

a network of facilities that procures raw materials, transforms them into intermediate products (or services) and then finished goods (or services), and delivers them through a distribution system. It spans procurement, production and distribution; views them not as discrete elements but interlinked

Preventative and breakdown maintenance arrangements may include:

programmed maintenance

preventative maintenance plans

emergency response plans

Performance measurement systems means:

those systems designed to collect quantitative and qualitative indicators of performance in all of the Key Result Areas for the organisation so as to identify and remediate variances to plans

Optimum results means:

that the best overall mix of results is achieved across the organisation's Key Result Areas.

Outcomes are measured within the applicable constraints

Quality means:

meeting all quality assurance specifications of the organisation

Project management protocols means:

the rules of behaviour relating to the development, planning, approval, implementation, management and evaluation of projects

Timely means:

in accordance with time limits established in the operational planning process

Coaching refers to:

informal on-the-job and off-the-job advice and training to improve performance

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Unit Sector(s)

Not applicable.