



Australian Government

Department of Education, Employment and Workplace Relations

BSBSMB409A Build and maintain relationships with small business stakeholders

Revision Number: 1

BSBSMB409A Build and maintain relationships with small business stakeholders

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to establish and develop relationships with small business key stakeholders, and roles and responsibilities in the small business. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This work is undertaken by individuals who operate a small business.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

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. Establish and develop communication and appropriate relationships with key stakeholders	1.1. Establish <i>specific practices for communication</i> with <i>key stakeholders</i>, in accordance with codes of practice, cultural protocols and agreed roles and responsibilities 1.2. Maintain specific ways of dealing with <i>issues in communication</i> with key stakeholders that adhere to codes of practice, cultural protocols and agreed roles and responsibilities 1.3. Identify and implement methods of working in culturally appropriate ways 1.4. Identify and implement plans to deal with changes in circumstances and behaviours, as required
2. Establish and develop roles and responsibilities in the small business	2.1. Clearly and accurately clarify <i>roles and responsibilities in the business</i> in accordance with <i>organisational structure and lines of authority, codes of practice</i> and <i>job documentation</i> 2.2. Identify and apply specific practices and behaviours from the codes of practice, that contribute to successful working relationships 2.3. Clearly communicate responsibilities and practices to key stakeholders
3. Review relationships with key stakeholders	3.1. Review communication practices used with key stakeholders and implement any necessary improvement strategies 3.2. Monitor and evaluate relationships with key stakeholders and develop action plan/s needed to enhance relationships 3.3. Evaluate roles and responsibilities in the business and undertake any revisions necessary to improve successful working relationships

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- analytical skills to assess situations for the core issues
- communication skills to consult with various stakeholders, adjusting one's language to meet the language of stakeholders; to negotiate constructively to achieve outcomes; to work cooperatively with a diverse range of people with different needs
- literacy skills to locate relevant information, and to develop job outlines and codes of practice for the business
- problem-solving skills to deal with stakeholder issues.

Required knowledge

- business ethics
- codes of practice for the business
- organisational structures and their legal implications.

Evidence Guide

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 for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- ways of working and communicating with key stakeholders based on the roles and responsibilities, codes of practice and cultural protocols for the business
- development and communication of roles, responsibilities, duties and tasks of small business personnel to key stakeholders
- process for reviewing relationships with key stakeholders
- knowledge of organisational structures and their legal implications.

Context of and specific resources for assessment

Assessment must ensure:

- access to relevant documentation
- candidate's individual circumstances and work in the context of running a small business, are the basis for assessment.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- portfolio of evidence including review of communication and relationships with key stakeholders
- oral or written questioning to assess knowledge of business ethics
- review of how methods of working in culturally appropriate ways were implemented.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- BSBREL401A Establish networks
- BSBSMB408A Manage personal, family, cultural and business obligations.

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.

Specific practices for communication with key stakeholders may include:

- contingency plans for changes
- informal face-to-face/telephone networking
- regular formal meetings
- use of formats suited to people with specific support needs, where appropriate, such as large print, interpreters, telephone typewriter (TTY), material in community language/s, Auslan (Australian Sign Language)
- written processes

Key stakeholders may include:

- business partners
- community members, Elders, traditional owners
- community organisations
- customers
- family members
- franchise owner
- funding agencies and financial institutions
- government agencies
- shareholders
- staff
- suppliers

Issues in communication may include:

- communication protocols for Indigenous, non-Indigenous, and culturally and linguistically diverse peoples
- cross-cultural misunderstandings
- dealing with difficult clients
- expectations of Indigenous and culturally and linguistically diverse peoples
- family obligations of Indigenous, and culturally and linguistically diverse peoples
- negotiating with stakeholders
- processing complaints
- respect for others

RANGE STATEMENT	
<i>Roles and responsibilities in the business</i> may include:	• differences between roles and duties • role overlap conflicts with other staff and self, with other key stakeholders e.g. management committee members, contractors, accountants etc. and self and staff • scope of responsibilities within the job • types of duties to be performed
<i>Organisational structure and lines of authority</i> may include:	• cooperative/incorporated association structures • corporate structure and corporate governance • government owned enterprise • location of business within the community • nature of reporting • partnerships • power structures and relationships • reporting processes • sole traders
<i>Codes of practice</i> for the business may include:	• business operations standards • cultural considerations and principles for operating • ethical considerations and principles for operating • guidelines for operations • legal considerations and principles for operating • policies • quality assurance practices and principles
<i>Job documentation</i> may include:	• background to the business • competencies required for positions • details of responsibilities • details of specific duties or tasks to be carried out • duty statement • level of wage or salary • job/position description • outline of the job to be performed • reporting relationship • selection criteria • special provisions

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and Leadership - Small and Micro Business
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Co-requisite units

Co-requisite units		