



Australian Government

Department of Education, Employment and Workplace Relations

CUSADM05A Develop and implement a business/strategic plan

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit describes the skills and knowledge required to develop a strategic plan and to monitor and manage its implementation. It may be applied to a small independent operation or to a section of a large 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 Prepare strategic plan	1.1 Prepare a strategic plan using recognised business planning techniques to include consideration of the appropriate inputs and constraints 1.2 Prepare the strategic/business plan after consultation with all appropriate personnel and other stakeholders so that all perspectives are taken into account in the development of the plan
2 Implement the business plan	2.1 Communicate the objectives and content of the plan in a timely manner to appropriate personnel in a manner which facilitates a: clear understanding of the plan and its role clear understanding of objectives, activities and individual responsibilities 2.2 Use appropriate communication and leadership techniques in the management of the business plan to encourage: a team approach towards the achievement of objectives commitment to the achievement of targets commitment to the implementation of the plan 2.3 Encourage all personnel to provide ongoing input into the strategic plan 2.4 Implement actions detailed in the plan in a cost efficient manner according to schedule and contingencies
3 Monitor the business plan	3.1 Review strategic plan regularly and re-work in the light of changing circumstances 3.2 Monitor activities using the evaluation methods detailed in the plan on an ongoing basis to take account of the following factors: progress towards objectives evaluation of individual activities

the need for changes to the plan

3.3 Implement agreed changes to plans promptly in the context of the following:

the need for effective communication to personnel regarding the reasons for change

the need for re-scheduling of action plans

the need for timely provision of appropriate information regarding changes to affected personnel

3.4 Establish and maintain a file of all relevant documentation and correspondence

Required Skills and Knowledge

Not applicable.

Evidence Guide

Evidence guide

Underpinning knowledge and skills

Assessment must include evidence of essential knowledge of, and skills in, the following areas:

in depth knowledge of business planning techniques

broad legal and business liability issues as appropriate to the industry context

economic issues

industry knowledge including current trends, structures and government policies

internal and external business environments as appropriate to the industry context

communication and leadership skills

research skills

Linkages to other units

This unit relates to planning and combined assessment/training may be appropriate with a wide range of other business administration units. These units should be selected according to the needs of the specific sector and workplace. The following units may be appropriate for combined training delivery and/or assessment:

CUEFIN1A Develop a budget

CUSADM09A Address legal and administrative requirements

Critical aspects of evidence

This unit of competence applies to a range of industry sectors. The focus of assessment will depend on the industry sector.

Assessment must be contextualised/tailored to meet the needs of the particular sector in which performance is being assessed.

Assessment should only address those variable circumstances, listed in the range of variables statements, which apply to the chosen context.

Care should be taken in developing training to meet the requirements of this unit. For generic prevocational training, organisations should provide training that considers the full range of industry contexts with no bias towards individual sectors. The range of variables will assist in this regard. For sector specific delivery, training should be tailored to meet the needs of that sector.

The following evidence is critical to the judgement of competence in this unit:

ability to conduct negotiations within the contest of the cultural industries

knowledge and understanding of the current environment in which cultural industry businesses and projects operate, and the major industry issues of relevance to the particular sector

ability to develop and implement a

strategic/business plan within a specific industry sector

the ability to apply knowledge to a specific industry context

Method and context of assessment

Assessment may take place on the job, off the job or a combination of both of these. However, assessment of this unit would most effectively be undertaken on the job due to the specific workplace environment requirements. Off the job assessment must be undertaken in a closely simulated workplace environment.

Assessment may incorporate a range of methods to assess performance and the application of essential underpinning knowledge, and might include:

case studies

work samples or simulated workplace activities

oral questioning/interview

projects/reports/logbooks

third party reports and authenticated prior achievements

portfolios of evidence

Assessment must take place over a period of time in order to determine competence in the ongoing implementation and monitoring aspects of this unit.

Resource requirements

Assessment requires access to relevant information (reports, statistical data, files on past projects and so on) about the types of projects listed in the range of variables statement.

Simulated workplace activities may be undertaken using an appropriate range of relevant and current material to the industry.

Key competencies

Level

Collecting, organising and analysing information	3
Communicating ideas and information	3
Planning and organising activities	3
Working with others and in teams	3
Solving problems	3
Using mathematical ideas and techniques	2
Using technology	2

Range Statement

Range of variables

Variable

Scope

A strategic/business plan may be for:

a new or existing small business

an artistic or creative project

a division or department of a large organisation

a new product development initiative

Factors to be considered in the development of the plan may include:

- mission statement
- business objectives
- current and potential project or product
- industry environment
- external business environment
- market analysis
- marketing strategy
- operational strategy
- management and organisational structure
- labour requirements and skills
- financial plan and projections
- action plan and schedule
- evaluation techniques
- industry ethics
- liability and legal issues
- environmental considerations
- quality management

Resources may include:

- personnel
- equipment and technology
- services
- supplies
- advisers

Financial control information may include: income and expenditure statements
cash flow reports
contracts

Colleagues may include: multimedia professionals
film/TV professionals
industry organisations
educators
directors
designers
information professionals
(libraries/museums)
Information Technology personnel
content experts

Factors will include: availability of resources
finance
capability of employees
specialist input needed

Unit Sector(s)

Not applicable.