



**Australian Government**

# **MSS405004 Develop business plans in an organisation implementing competitive systems and practices**

**Release: 1**

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## **Modification History**

Release 1. Supersedes and is equivalent to MSS405004A Develop business plans in an organisation implementing competitive systems and practices

## **Application**

This unit of competency covers the skills and knowledge required to develop business plans in an organisation implementing competitive systems and practices. This unit applies to an individual in an organisation implementing competitive systems and practices (e.g. a production/plant manager, purchasing/technical officer or similar) who 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 stream and other critical competitive systems and practices factors. Due to competitive pressures 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.

This unit assumes that up-to-date information about the organisation's role in the value stream is available.

This unit primarily requires the application of skills associated with gathering, analysing and applying information and consulting with stakeholders. Problem solving, initiative and enterprise, and planning and organising are required to develop an 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 systems and practices strategies.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

## **Pre-requisite Unit**

Nil

## **Competency Field**

Competitive systems and practices

## **Unit Sector**

Not applicable

## **Elements and Performance Criteria**

Elements describe the      Performance criteria describe the performance needed to

|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| essential outcomes.                                      | demonstrate achievement of the element.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 1 <b>Determine purpose of plan</b>                       | <p>1.1      Confirm reason for developing plan and expected outcomes from plan.</p> <p>1.2      Confirm purpose of plan with all relevant stakeholders.</p> <p>1.3      Check expected outcomes from plan with overall strategic plan for organisation.</p> <p>1.4      Identify any potential areas for conflict between proposed plan and strategic directions.</p> <p>1.5      Negotiate with relevant stakeholders to resolve issues.</p>                                                                                                                          |
| 2 <b>Develop objectives and strategies</b>               | <p>2.1      Draft objectives for business plan.</p> <p>2.2      Draft strategies to achieve these objectives.</p> <p>2.3      Determine implications for value stream.</p> <p>2.4      Determine capital or workplace layout/organisation implications for objectives and strategies.</p>                                                                                                                                                                                                                                                                              |
| 3 <b>Develop plans to meet objectives and strategies</b> | <p>3.1      Negotiate with relevant stakeholders over implications for objectives and strategies.</p> <p>3.2      Liaise with relevant stakeholders to develop plans to meet objectives.</p> <p>3.3      Determine relevant key performance indicators (KPIs) for plan.</p> <p>3.4      Check KPIs are appropriate for purpose of plan.</p> <p>3.5      Check plan will deliver planned purpose.</p> <p>3.6      Map plan to changed value stream.</p> <p>3.7      Adjust plan to optimise value stream.</p> <p>3.8      Validate plan with relevant stakeholders.</p> |
| 4 <b>Monitor the</b>                                     | <p>4.1      Release plan for implementation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

**implementation  
of the plan**

- 4.2 Check the key progress points against the key stages of the plan.
- 4.3 Note any discrepancies.
- 4.4 Take action to ensure correct implementation of plan.

## Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

## Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

- Competitive systems and practices include one or more of:**
- lean operations
  - agile operations
  - preventative and predictive maintenance approaches
  - statistical process control systems, including six sigma and three sigma
  - Just in Time (JIT), kanban and other pull-related operations control systems
  - supply, value, and demand chain monitoring and analysis
  - 5S
  - continuous improvement (kaizen)
  - breakthrough improvement (kaizen blitz)
  - cause/effect diagrams
  - overall equipment effectiveness (OEE)
  - takt time
  - process mapping
  - problem solving
  - run charts
  - standard procedures
  - current reality tree.

**Objectives include performance in one or more of:**

- sales
- profit
- quality
- work health and safety (WHS)
- environment
- competitive systems and practices
- human, physical, financial and environmental/resource use.

**Strategies to meet objectives include one or more areas:**

- human and industrial relations practice
- material/component and resources use
- sustainable environmental practices
- sales and marketing
- financial
- regulatory compliance.

**Relevant stakeholders include one or more of:**

- other team members
- other workers
- management
- technical specialists
- other members of the value stream.

**Customer requirement stages where value stream actions may occur include one or more of:**

- sales outlet/representative
- information gathering, data analysis and research
- product design
- raw material sourcing
- intermediate processing
- final assembler/ collation/preparation
- support services (e.g. accounting, finance and legal)
- storage and delivery to customer
- after market support.

## Unit Mapping Information

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## Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>