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| **Manage business planning to support an entity’s business performance** |

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| **Kaupae |** Level | 5 |
| **Whiwhinga |** Credit | 15 |
| **Whāinga |** Purpose | This skill standard is intended for current managers and aspiring managers.  This skill standard will provide learners with the knowledge and skills to manage business planning to support an entity’s business performance.  This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) (Ref: 2459) – Management strand, programmes aligned with management components, or it can be awarded as a standalone credential. |

**Hua o te ako me Paearu aromatawai |** Learning outcomes and assessment criteria

| **Hua o te ako |** Learning outcomes | **Paearu aromatawai |** Assessment criteria |
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| * + - 1. Determine what requires business planning to contribute to business performance | 1. Determine the need and outcomes for planning. |
| 1. Apply framework(s) and/or tool(s) to support regular business planning. |
| 1. Create an implementation plan to maintain or improve business performance. |
| 2. Implement business planning for a business activity to contribute to business performance | 1. Plan and organise components for a planned business activity. |
| 1. Lead the implementation of a planned business activity. |
| 1. Apply control measures to provide checks on the implementation. |
| 3. Evaluate the implementation of business planning for a business activity and its impact on business performance | 1. Evaluate the outcome(s) of a planned business activity. |
| 1. Evaluate the effectiveness of the planning and implementation process. |
| 1. Recommend improvements for future planned business activities. |

**Pārongo aromatawai me te taumata paearu |** Assessment information and grade criteria

*Assessment specifications:*

Assessment must be conducted in real business context(s) and/or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand.

Assessment materials should allow for learner, regional, cultural, or community contexts.    
For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](https://ringahora.nz/qualifications-and-assurance/programme-endorsement/programme-guidance-documents-for-providers-developing-programmes/).

*Definitions*

*Assessment materials* refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

***Ngā momo whiwhinga |*** *Grades available*

Achieved

**Ihirangi waitohu |** Indicative content

**Business planning**

* Strategic overview and priorities
  + Implementing the business goals, mission, and vision
* Aware of planning frameworks and tools
  + iwi/Māori or other cultural frameworks
  + storming, norming, performing
  + Project planning and delivery
* PESTEL analysis and SWOT analysis
  + People planning
  + Financial planning
  + Budgeting and forecasting
  + Tools that contribute to planning
    - Brainstorming, peer reviews, forums and focus groups, surveys, consultation, research, hui, stakeholder engagement, Planning cycle
* Regular business planning
  + Workplan
  + Workflow
  + Weekly/yearly roster
  + Projects
  + Increase sales to meet a target
* Non-BAU planning could include planning to meet compliance, restructure, changes.
* Continuous improvements of processes and practices
* Improving productivity

**Contribute to planning**

* Planning, organising, and controlling
  + Components of business planning cycle
  + How to implement changes
    - Setting up SMART objectives
    - Needs assessment
    - Assessment of stakeholders
  + Concerned with achieving goals and objectives
  + Control measures
    - Budget
    - Resources (human, physical, financial)
* Business activity could refer to
  + Project plan
  + Operational plan
  + Sales targets
  + Staff improvements
* Leading the implementation
  + Ways to lead could include chairing meetings or delegating tasks
  + Communications: emails, directives, instructions, feedback
  + Change and performance
  + Decision-making
  + Coordinating resources
* Control measures
  + Checks
  + Control points
  + Monitoring and review
  + Surveys
  + Performance analysis
  + KPIs

**Reflection**

* What would we use to evaluate performance: productivity, income, reduced costs, staffing, efficiencies, customer satisfaction, reduction in resource costs
* Evaluating the goal or objectives, SWOT analysis, things you identified in your frameworks
* Continuous and/or sustainable improvements of processes and practices.

**Rauemi |** Resources

* Authors of reflective practice models: Gibbs' Reflective Cycle (1988); Kolb's reflective model (1984); Johns' Model for Structured Reflection (2000)
* Business.Govt - [Business planning](https://www.business.govt.nz/getting-started/business-planning-tools-and-tips/introduction-to-business-planning)
* Lumen Learning - [Principles of Management](https://courses.lumenlearning.com/wmopen-principlesofmanagement/)
* Ringa Hora - [Programme guidance](https://ringahora.nz/qualifications-and-assurance/programme-endorsement/programme-guidance-documents-for-providers-developing-programmes/)
* Groundwork.org.nz - [Te Tiriti articles in practice](https://groundwork.org.nz/resources/te-tiriti-articles-in-practice/)
* Te Ara – [Principles of The Treaty of Waitangi](https://teara.govt.nz/en/principles-of-the-treaty-of-waitangi-nga-matapono-o-te-tiriti-o-waitangi/page-1)

**Pārongo Whakaū Kounga |** Quality assurance information

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| **Ngā rōpū whakatau-paerewa |** Standard Setting Body | Ringa Hora Workforce Development Council |
| **Whakaritenga Rārangi Paetae Aromatawai |** DASS classification | Business > Business Operations and Development > Systems and Resources Management |
| **Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga |** CMR | 0112 |

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| **Hātepe |** Process | **Putanga |** Version | **Rā whakaputa |** ReviewDate | **Rā whakamutunga mō te aromatawai |** Last date for assessment |
| **Rēhitatanga |** Registration | 1 | 31 December 2030 | [dd mm yyyy] |
| **Arotakenga |** Review | <type here> | [dd mm yyyy] | [dd mm yyyy] |
| **Kōrero whakakapinga |** Replacement information | <type here> | | |
| **Rā arotake |** Planned review date | 31 December 2030 | | |

Please contact Ringa Hora Workforce Development Council at [qualificaitons@ringahora.nz](mailto:qualificaitons@ringahora.nz) to suggest changes to the content of this skill standard.