



Assessment Tasks

Assessor Guide

**BSBSMB404A Undertake small business
planning**

Copyright ownership: United Business Services (Aust) Pty Ltd.

This book is copyright protected under the Berne Convention.
All rights reserved. No reproduction without permission.

This book is protected by copyright and may not be reproduced or copied either in part or in whole nor used for financial gain without the express approval in writing of the owner (United Business Services (Aust) Pty Ltd) of the copyright.

United Business Services (Aust) Pty Ltd
50 Cupania Street
Algeria Qld 4115

Ph: (07) 3276 0549
Email: info@ubsconsultants.com.au
Web: www.ubsconsultants.com.au

Assessment Documentation

This Assessor Guide is designed to provide standardised documentation and assessment procedure for the assessment processes conducted by this RTO.

The assessment tools that are used by you (the assessor) will result in evidence being generated by the student targeting this unit of competency. The evidence is kept by the RTO and is required for audit purposes.

The following table summarises the types of evidence students can generate as proof of competence. The table contains information based on the AQF (Australian Qualifications Framework) Level for the unit **BSBSMB404A Undertake small business planning**. Sample assessment tools have been suggested as a means of assisting students in generating the appropriate form of evidence for this unit.

AQF Level	Distinguishing Features (Source: AQF Implementation Handbook 2007: Guidelines)	Type of evidence to be used	Sample assessment tools
Certificate IV	<ul style="list-style-type: none">▪ Demonstrate understanding of a broad knowledge base incorporating some theoretical concepts▪ Apply solutions to a defined range of unpredictable problems▪ Identify and apply skill and knowledge areas to a wide variety of contexts with depth in some areas▪ Identify, analyse and evaluate information from a variety of sources▪ Take responsibility for own outputs in relation to specified quality standards▪ Take limited responsibility for the quantity and quality of the output of others	<ul style="list-style-type: none">▪ Workplace achievement▪ Answers to case study▪ Work samples from a range of areas▪ Practical demonstration▪ Role playing a specific process▪ Log book▪ Photographs / videos▪ Third party report	<ul style="list-style-type: none">▪ Performance checklist for demonstrations / role plays▪ Case study scenarios and questions with benchmark answers▪ End product summary checklist▪ Written/oral questions and benchmark answers

The assessment activities associated with the unit of competency **BSBSMB404A Undertake small business planning** are listed below:

Assessment 1: Written	<ul style="list-style-type: none">▪ Written answers to questions
Assessment 2: Project	<ul style="list-style-type: none">▪ Written responses to tasks
Assessment 3: Project	<ul style="list-style-type: none">▪ Written responses to tasks
Assessment 4: Project	<ul style="list-style-type: none">▪ Written responses to tasks

Assessment Information

The candidate has been given the following information

This guide contains all of the assessment tasks required for completion of unit of competency **BSBSMB404A Undertake small business planning**.

Prior to commencing the assessments your assessor will explain each task to you. You will be given the opportunity to ask questions and to seek clarification on any of the tasks, and your assessor will remain available to support you through the assessment process.

Your assessor is also available to discuss Recognition of Prior Learning and whether this applies to your circumstances.

Terms and conditions

Submitting your evidence portfolio

You are recommended to seek the advice of your assessor when putting together your evidence portfolio in order to confirm that you have provided sufficient evidence of competency.

You should note that your evidence portfolio must be retained by the Registered Training Organisation for audit purposes and will not be returned to you. If you wish to keep any evidence, you should make a copy prior to submission for assessment. You are advised to make sure you clearly label each answer and task and complete all sections of each assessment.

If possible, you should also submit copies of any workplace documents that may be relevant to this unit of competency. In this case you will need to gain approval to provide the copies from your employer.

Ownership and plagiarism

You are advised by accepting these terms and conditions you have declared the evidence that you submit is your own work or the result of your own research. By signing the declaration below you acknowledge your assessment is your own and contains no material written by another person except where due reference is made. Note that if you quote any source in your evidence, you must provide a reference to the source in order to ensure that you do not breach Copyright legislation. You need to be aware that a false declaration may lead to the withdrawal of a qualification.

Re-submission of your evidence portfolio

If your evidence meets the requirements of the unit of competency you will be assessed as Competent (**C**) in this unit. If your evidence does not meet the requirements of the unit of competency you will be assessed as Not Yet Competent (**NYC**). If you are assessed NYC, it is important to discuss your re-submission with your assessor as you will be given one opportunity only to revise and re-submit your evidence portfolio.

Candidate's declaration of original authorship

The candidate is required to sign the following declaration in the Candidate copy of this Assessment.

I declare that this assessment is my own and contains no material written by another person except where due reference is made. I am aware that a false declaration may lead to the withdrawal of a qualification

BSBSMB404A Undertake small business planning

Elements

1. Identify elements of the business plan

Performance Criteria (PC):

- 1.1 Identify purpose of the business plan
- 1.2 Identify and review the essential components of the business plan
- 1.3 Identify and document business goals and objectives as a basis for measuring business performance

2. Develop a business plan

Performance Criteria (PC):

- 2.1 Research resources, legal and compliance requirements, specifically in relation to occupational health and safety (OHS), in accordance with business goals and objectives
- 2.2 Research market needs, and market size and potential
- 2.3 Identify sources and costs of finance, from the financial plan, to provide required liquidity and profitability for the business
- 2.4 Identify methods, from the marketing strategies, to promote the market exposure of the business
- 2.5 Identify methods/means of production/operation from the production/operations plan to conform with business goals and objectives
- 2.6 Identify staffing requirements to effectively produce/deliver products/services
- 2.7 Identify specialist services and sources of advice, where required, and cost in accordance with resources available

3. Develop strategies for minimising risks

Performance Criteria (PC):

- 3.1 Identify specific interests and objectives of relevant people and seek and confirm their support of the planned business direction
- 3.2 Identify and develop risk management strategies according to business goals and objectives, and relevant legal requirements
- 3.3 Develop contingency plan to address possible areas of non-conformance with the plan

Required Skills

- RS 1. communication skills to assess business performance
- RS 2. literacy skills to enable interpretation of business information
- RS 3. numeracy skills to analyse data.

Required Knowledge

- RK 1. commonwealth, state/territory and local government legislative requirements relating to business operation, especially in regard to OHS and environmental issues, equal employment opportunity, industrial relations and anti-discrimination
- RK 2. methods of evaluation
- RK 3. OHS responsibilities and procedures for identifying hazards relevant to the business
- RK 4. planning processes
- RK 5. preparation of a business plan
- RK 6. principles of risk management relevant to business planning
- RK 7. reasons for and benefits of, business planning
- RK 8. relevant industry codes of practice
- RK 9. setting goals and objectives
- RK 10. types of business planning - feasibility studies; strategic, operational, financial and marketing planning.

Critical aspects of evidence

Evidence of the following is essential:

- CAE 1. development of a business plan which provides for finance, marketing and provision of products/services to facilitate the business goals and objectives
- CAE 2. identification of and planning for, OHS and duty of care responsibilities
- CAE 3. development of risk management strategies
- CAE 4. knowledge of relevant legislation.

Employability Skills

Industry and enterprise requirements for the qualification:

- ES 1. Communication
 - conducting research to collect and analyse information in a range of reports
 - consulting with others to develop a range of plans and reports
 - liaising with stakeholders and promoting participative workplace arrangements
 - negotiating solutions to new and emerging issues
- ES 2. Teamwork
 - contributing to the development of other team members
 - providing feedback on team performance to colleagues and managers
- ES 3. Problem solving
 - applying risk management processes to business operations
 - assessing financial viability of new opportunities and matching organisational capability with market needs
- ES 4. Initiative and enterprise
 - encouraging creative and innovative workplace solutions
 - identifying new and emerging opportunities for the business and developing strategies to capitalise on them
 - managing, fostering and facilitating change
- ES 5. Planning and organising
 - developing systems that are flexible and responsive to changing circumstances
 - planning for contingencies and performance of staff and systems
- ES 6. Self management
 - dealing with contingencies
 - managing own time and priorities
 - taking responsibility as required by work role and ensuring all organisational policies and procedures are adhered to
- ES 7. Learning
 - assisting others to acquire new knowledge and skills to improve team and individual performance
- ES 8. Technology
 - using electronic communication devices and processes such as internet, intranet, email to produce written correspondence and reports
 - using technology to assist the management of information and to assist the planning process

Candidates targeting unit **BSBSMB404A Undertake small business planning** need to complete all formative activities in preparation for the four summative assessment activities required for this unit.

The candidate is provided with instructions for each of the summative assessment activities in her/his assessment task book.

If at any stage of the assessments, you believe that the safety of anyone is in jeopardy, you should abort the assessment session.

Assessment 1: Written Test

The following instructions have been provided to the candidate.

Instructions to Candidate

You are required to answer the following questions to confirm your knowledge in relation to unit **BSBSMB404A Undertake small business planning**.

You may refer to your training materials and other research while completing the answers.

Write your answers in the spaces below using a blue or black pen. Alternatively type a document and provide a printed copy. If you re-type the document, repeat each question in the document and type your answer under the question.

Instructions to Assessor: Written Benchmark Answers

The following answers are supplied for you (the assessor). Please ensure when marking the candidate's work that you adhere to the prescribed answers. The benchmark answers in the following table are intended as a guide to ensure consistency of assessment.

Questions and benchmark answers	Mapping
Question 1. There are a number of Commonwealth, State and local government legislative requirements that form part of normal business operations. Name three legislative requirements that will affect how a business operates.	
<i>Answer should identify 3 of the following points:</i> Legislative requirements relate to occupational health and safety, environmental issues, anti-discrimination issues, equal employment opportunity issues, industrial relations issues.	RK1 CAE4
Question 2. Name three items covered by the Environmental Protection Act 1994.	
<i>Answer should identify 3 of the following points:</i> <ul style="list-style-type: none">• Air• Noise• Waste• Water	RK1
Question 3. Equal employment opportunity (EEO) legislation relates to an individual's rights. Name one way this legislation affects an organisation's employment procedures.	
<i>Answer should indicate the following:</i> It ensures members of the target groups (Aboriginal and Torres Strait Islander Peoples, People Of Non-English Speaking Backgrounds, People with a Disability, Women, Youth) — (a) Are able to compete for recruitment, selection, promotion and transfer; and (b) Are able to pursue careers as effectively as people who are not members of the target groups; and (c) It eliminates unlawful discrimination against members of the target groups with respect to employment matters.	RK1

Questions and benchmark answers	Mapping
<p>Question 4. In 2009 the industrial relations legislation was superseded by the Commonwealth Fair Work Act 2009. This Act sets out the rights and obligations of employers and employees, as well as other industrial matters. List three other industrial matters described in the Act.</p>	
<p><i>Answer should identify 3 of the following points:</i></p> <ul style="list-style-type: none"> • Rates of pay • Leave entitlements (including public holidays) • Termination and resignation from work • Discrimination • Taxation and superannuation • Employment records. 	RK1
<p>Question 5. What is the purpose of the Anti-Discrimination Act 1991?</p>	
<p><i>Answer should indicate the following:</i> To promote equality of opportunity for everyone by protecting them from unfair discrimination in certain areas of activity and from sexual harassment and certain associated objectionable conduct.</p>	RK1
<p>Question 6. Why is it important to provide information on OHS legislation and policies to the workgroup?</p>	
<p><i>Answer should indicate the following:</i> It is a legal requirement that the workgroup be informed on current legislation and policies to ensure members of the workgroup understand the requirements of the workplace and are able to comply</p>	RK3
<p>Question 7. Unsafe acts can be a hazard. Name four common potentially hazardous actions.</p>	
<p><i>Answer should identify 4 of the following points:</i></p> <ul style="list-style-type: none"> • Operating a machine without authority • Failure to warn or secure a machine • Operating at unsafe speeds • Using defective tools, equipment or vehicles • Using materials, tools, equipment or vehicles unsafely • Failure to use, dispose of and store hazardous materials in the correct manner • Failure to use PPE • Failure to use provided equipment • Unsafe lifting, carrying and loading • Distracting and teasing behaviour • Poor housekeeping • Bullying and harassment • Not following organisational procedures <p>Note: Other work related actions may be cited.</p>	RK3
<p>Question 8. Under each State/Territory Occupational (Workplace) Health and Safety legislation, an employer is responsible for their workers and any other person who may be present at their workplace. Name two types of people who may be on the business premises that are also covered by the organisation's OHS procedures.</p>	
<p><i>Answer should identify 2 of the following points:</i></p> <ul style="list-style-type: none"> • Customers • Contractors • General public 	RK3

Questions and benchmark answers	Mapping
Question 9. Why is it important to have an OHS policy and procedure that covers identification and reporting on hazards in the workplace?	
<p><i>Answer should indicate the following:</i> It is a legal requirement to have a system in place for the identification and control of hazards and risks.</p>	RK3
Question 10. Generic risk management techniques are described in AS/NZS ISO 31000:2009 'Risk management-Principles and guidelines'. Name the two Australian Standards used in the systems approach taken when managing OHS risks?	
<p><i>Answer should indicate the following:</i> AS/NZS: 2001 4801 and AS4804 'OHS Management Systems'</p>	RK6
Question 11. A Risk Management Policy requires management of strategic and operational risks. Risk management is a core component an organisation's internal control systems. Describe two reasons for an organisation to implement a Risk Management Policy?	
<p><i>Answer should identify 2 of the following points:</i></p> <ul style="list-style-type: none"> • To develop a culture of risk awareness within the organisation • To ensure compliance with legal (legislated) risk management processes • To integrate and align risk management systems with the organisation's activities and business processes • To encourage continuous review and improvement of the organisation's risk assessment and management process. 	RK6
Question 12. Define in your own words what is meant by an "industry code of practice".	
<p><i>Answers should indicate the following:</i> A set of guidelines and regulations to be followed by members of a profession, trade, occupation, organisation etc. It does not normally have the force of law. It generally includes safety and environmental issues regarding the use of and disposal of products and bi-products.</p>	RK8
Question 13. Until recently business comparisons of expenses and profits were used as indicators of business performance levels but a new method using a balanced scorecard has become popular. Name two ways a balanced scorecard system is used in evaluating business performance.	
<p><i>Answer should identify 2 of the following points:</i></p> <ul style="list-style-type: none"> • Identifies strategic objectives, measures, targets, initiatives to evaluate performance metric perspectives of financial, internal processes, customers, and learning and business growth • Breaks down strategic measures towards lower levels so unit managers, operators, employees can see and managers can evaluate what is required at the lower level to achieve excellent overall performance • Evaluates the effectiveness of KPIs used as business performance indicators • Evaluates the business metrics used to measure organisational climate and staff loyalty 	RK2
Question 14. Two steps in the process of business planning are: <ul style="list-style-type: none"> • Analysing the external environment • Analysing the internal environment. Name the analytical tool that is commonly used to complete these two steps.	
<p><i>Answers should indicate the following:</i> SWOT (Strengths, weaknesses, opportunities, threats)</p>	RK4

Questions and benchmark answers	Mapping
<p>Question 15. A business plan has many parts. It usually begins with a vision or mission statement. Why does a business plan need a vision or mission statement?</p> <p><i>Answers should indicate the following:</i> A vision or mission statement provides direction and guidance as to the aims, purpose of the business and what distinguishes it from other businesses. It describes the organisation's reason for being and explains the scope of the business.</p>	RK5
<p>Question 16. List two reasons or benefits of having a business plan.</p> <p><i>Answer should identify 2 of the following points</i></p> <ul style="list-style-type: none"> • Able to be used to access financial investment (i.e. bank loans, investors, etc) • Builds confidence in managers, staff and interested parties that the business has aims, objectives and strategies to indicate where the business is going and how it will get there • Indicates objectives and strategies for managers and staff to use for action planning • Indicates the amount of money required by the business and where it will be spent • Indicates the type of products, production requirements and resources required • Indicates the target market and the expected market share to be achieved 	RK7
<p>Question 17. By developing the business goals, you identify what the business is trying to achieve. What is the role of business objectives in achieving the business goals?</p> <p><i>Answers should indicate the following:</i></p> <ul style="list-style-type: none"> • While the business goals explain in general terms what the business is trying to achieve, the objectives will break these general targets into specific and measurable targets and tasks. • Business goals state where the business wants to go and the business objectives state how the business is going to get there. 	RK9
<p>Question 18. The acronym SMARTT is often used when setting business objectives. List the words that are represented in SMARTT.</p> <p><i>Answers should indicate the following:</i></p> <ul style="list-style-type: none"> • Specific • Measurable • Achievable • Realistic • Trackable • Time framed. 	RK9
<p>Question 19. Strategic, operational, financial and marketing are four types of plans. Together they make up a business plan. What is the purpose of each plan?</p> <p><i>Answers should indicate the following:</i></p> <ul style="list-style-type: none"> • Strategic plans- Identify the activities required to achieve the business goals and objectives • Operational plans- Identify the human and physical resources and operational systems and controls to efficiently and effectively provide products/services • Financial plans- Identify the source of funds, where the funds will be spent and the price and sales levels required for business profitability and sustainability • Marketing plans- Identify the market, the customers, potential size of business' market share, and the promotional strategies (5Ps). 	RK10

Questions and benchmark answers	Mapping
Question 20. Why is it important to conduct business feasibility studies?	
<p><i>Answers should indicate the following:</i></p> <p>It is a way of working out the feasibility of a project before implementation. It protects the business from wastage of resources (financial, human, and physical). A controlled process for identifying problems and opportunities, determining objectives and describing situations. It is an analysis and evaluation of a proposed project to determine if it (1) is technically feasible, (2) is feasible within the estimated cost, and (3) will be profitable. Feasibility studies are sometimes known as a cost benefit analysis.</p>	RK10
Total Questions	20

Assessment checklist – Assessor Note

Please complete the assessment checklist in the Candidate Guide to record the assessment process and outcome.

The checklist contains a declaration by the candidate as follows:

- The purpose and outcomes of the assessment have been explained.
- I have received information about the unit of competency.
- I understand the type of evidence to be collected.
- The appeals system has been explained to me.
- I have notified my assessor of any special needs that may need to be considered during the assessment.

The checklist contains a section for the assessor to record the following:

- Whether RPL / Accelerated progression is required
- Whether Language / Literacy / Numeracy support is required
- Any other special needs

Assessment 2: Project

The following instructions have been provided to the candidate.

Instructions to Candidate

This activity is related to the unit of competency **BSBSMB404A Undertake small business planning**. In particular, you will be required to demonstrate your skills and knowledge in relation to this unit of competency.

You may refer to your training materials and other research if required. The activity may be completed in the workplace or a simulated workplace.

Your assessor will use a checklist to record the assessment decision.

Overview

Below are a number of practical tasks to be completed over a period of time in a real or simulated workplace where you will perform the duties of a **manager**. The times for completion of the tasks are to be negotiated between yourself and the assessor. The tasks will reflect your ability to:

Project: Identify the elements and develop the business plan template.

Your assessor will provide you with instructions and complete a checklist on which they will record your satisfactory performance of workplace tasks.

The Project Tasks table below identifies the documents that you are required to prepare and submit in your evidence portfolio. They may be presented in printed format in a folder or as an electronic copy.

Ensure both your name and student number is clearly displayed.

Instructions to Assessor

The following benchmarks are supplied for you (the assessor). Please ensure when marking the candidate's work that you adhere to the prescribed benchmarks which are intended as a guide to ensure consistency of assessment.

Project Tasks	Mapping
<p>The following tasks may be completed as a workplace project based on your own organisation and job role, or as a simulated workplace project based on a fictitious organisation, or an organisation you are familiar with.</p>	
<p>1. In order to ensure a successful future many businesses have a written business plan. Research has shown that the failure rate of businesses is much lower for those who have prepared a business plan. In this task, you will provide some background of your business plan in 3 parts.</p> <p>Each business is unique and so is their business plan. The purpose of the business plan and the focus of its components will be different from all other business plans. The purpose and focus of the business plan will relate to where the business is located in the phases of business development – introduction, growth, maturity.</p> <p>A business plan may include:</p> <ul style="list-style-type: none"> • Business opportunities, which may be influenced by: <ul style="list-style-type: none"> ○ Amount and types of finance available ○ Expected financial viability ○ Skills of operator • Details of ownership/management • Finance, expenditure statement, balance sheet and cash flow forecast, projections for the initial years of operation assumptions underlying the business plan, expected level of inflation and taxation, expected trend of interest rate, capital expenditure and its timing, stock turnover, debtors collection period, creditor payment period, return on investment • Level of risk involved, risk assessment and management • Market focus of the business • Marketing requirements • Need to raise finance and requirements of lenders • Organisation/operational arrangements • Proposed size and scale of the business • Recognition of any seasonal or cyclical (time-based) elements which are crucial to the success of the business • Resources required and available • Sources of funding • Specialist services and sources of advice that may be required • Staffing • Stages in the business development 	<p>PC1.1-1.3, 2.7 RK9 ES1, 3-4, 6, 8</p>

Project Tasks	Mapping
<p>Part A- The business that you use to build a business plan may be real or imaginary. In a report, describe the details of the business:</p> <ul style="list-style-type: none"> • Current stage in business development (not yet commenced, currently operating, operating for many years) • Proposed/current business structure (company, partnership, sole trader) • Proposed/current type of organisation (franchise, retail, wholesale, distributor or service) • Your proposed/current business responsibility level (owner-manager, manager, manager of a number of departments or branches, etc.). If available, you may provide a position description. • Proposed/current industry type (metal products supplier, hairdressing, transport, white goods retailer, etc) • Proposed/current type of materials/products and services provided to customers. <p>Part B: In a report,</p> <ul style="list-style-type: none"> • Explain the purpose of your business plan • List the components (parts) of your business plan and explain the focus of each part (the reason that component is essential) • List which government and professional bodies you would approach to seek advice and assistance. Explain how their advice and assistance will help in the development of your business plan. You will need to indicate at least four bodies that could be consulted. <p>Specialist services and sources of advice may include”</p> <ul style="list-style-type: none"> ○ Accountants ○ Business advisors and consultants ○ Business brokers ○ Contractors ○ Government agencies ○ Industry/trade associations ○ Lawyers and providers of legal advice ○ Mentors ○ Online gateways <p>Part C- In a report, develop the following statements:</p> <ul style="list-style-type: none"> • Business vision/mission statement • Business goals (Short term and long term goals) • Business objectives (Business objectives are the stated and measurable performance targets as to how business goals [aims] will be achieved. Use SMARTT formula.) <p>Business goals and objectives may include:</p> <ul style="list-style-type: none"> • Customer needs/marketing projections • Family or community benefits • Financial projections • Goals, objectives, plans, systems and processes • Lifestyle issues • Market focus of the business • Proposed size and scale of the business • Short-, medium- or long-term goals • Social responsibility 	

Project Tasks	Mapping
<p>You are required to provide your assessor with the following document/s:</p> <ul style="list-style-type: none"> Part A- A description of the business Part B- A report on the business plan elements Part C- A report on the business vision/mission, goals and objectives. 	

Has the candidate met the following criteria for Task 1:

Candidate's responses may vary:

- Part A- A description of the business
- Part B- A report on the business plan elements
- Part C- A report on the business vision/mission, goals and objectives.

Part A- The candidate may provide details on a real or imaginary business. The information should be realistic and describe:

- The current development stage of the business
- The proposed/current business structure
- The proposed/current type of organisation
- The candidate's proposed/current level of responsibility in the business. The candidate may provide a position description.
- The proposed/current business industry type
- The proposed/current type of materials/products and services provided to customers.

Part B: In a report, the candidate will

- Explain the purpose of the business plan
i.e. is it to apply for an investment loan; to ensure business stability by providing guidelines as to the business goals, objectives and strategies; to use as a benchmark for future growth; etc.
- List the components (parts) of the business plan and explain the focus of each part (the reason that component is essential)

Note: Business plan components may vary. Below are two example formats.

Example 1- A business plan format includes:

- Vision/mission- The candidate should describe the business vision or mission in terms of business aims, purpose, reason for being, scope, and what distinguishes it from other businesses.
- Business goals and objectives- The candidate should describe the business goals in general terms and the objectives in specific and measurable targets and tasks.
- The marketing plan- The candidate should describe the sales strategy, pricing plan, proposed advertising, promotion activities, and product or service's benefits.
- The products/services- The candidate should describe the type of products and services to be delivered, pricing models, delivery mechanisms, and customer services.
- Operations plan- The candidate should describe the business' physical location, facilities and equipment, kinds of employees needed, inventory requirements and suppliers, and any other applicable operating details, such as a description of the manufacturing process.
- Financial plan- The candidate should describe the funding requirements, details on and analysis of the financial statements.
- Risks- The candidate should describe any areas of the business that are vulnerable and

Has the candidate met the following criteria for Task 1:

may reduce business success. The areas may be within or outside of their control.

Example 2- A more detailed business plan may include:

- The business overview
 - The executive summary
 - The industry sector and where the business is placed within the industry
 - Market analysis of the primary target market
 - Competitive analysis or SWOT
 - Marketing plan
 - Management plan including legal structure and management resources
 - Operating plan
 - Financial plan
 - Appendices.
- List (at least four) government and/or professional bodies that could be consulted to seek advice and assistance as well as explain how they could assist. The list may include but is not limited to the following:
 - Accountant- financial information for budget projections, operational insurances, taxation, GST, payroll, accounting procedures and systems, staff qualifications, etc
 - Solicitor- legal information on business structure, indemnity insurances, etc
 - Bank- bank account structures and options, loans, overdrafts, etc
 - Industry consultant- market structure, business market major shareholders, customer demographics, market trends, etc
 - OHS consultant- legislation, OHS requirements and responsibilities, industry requirements, etc
 - Government business advisor- markets, management issues, training, statistics, government funding, government grants, etc

Part C- The candidate should develop the following statements:

- Business vision/mission statement
Example- Hungry Jacks
"To be the best Fast Food Hamburger Restaurant in terms of customer satisfaction in both product and service and individual restaurant profitability".
- Business goals
Short term goals relating to business aims in the next year or less- short term goals should build to meet the long term goals
Long term goals relating to the next 5-10 years- long term goals should reflect the overall business mission.
- Business objectives
Objectives should use the SMARTT formula e.g. Increase sales by 10% every six months.

Project Task	Mapping
The overall project task: Compile all the above documents together. They will be assessed separately and then assessed for overall readability, which includes use of appropriate grammar and punctuation in sentences and paragraphs.	ES 1, 8
Has the candidate met the following criteria for the overall project task Reports display appropriate readability by using appropriate grammar and punctuation in sentences and paragraphs.	

Assessment checklist – Assessor Note

Please complete the assessment checklist in the Candidate Guide to record the assessment process and outcome.

The checklist contains a declaration by the candidate as follows:

- The purpose and outcomes of the assessment have been explained.
- I have received information about the unit of competency.
- I understand the type of evidence to be collected.
- The appeals system has been explained to me.
- I have notified my assessor of any special needs that may need to be considered during the assessment.

The checklist contains a section for the assessor to record the following:

- Whether RPL / Accelerated progression is required
- Whether Language / Literacy / Numeracy support is required
- Any other special needs

Assessment 3: Project

The following instructions have been provided to the candidate.

Instructions to Candidate

This activity is related to the unit of competency **BSBSMB404A Undertake small business planning**. In particular, you will be required to demonstrate your skills and knowledge in relation to this unit of competency.

You may refer to your training materials and other research if required. The activity may be completed in the workplace or a simulated workplace.

Your assessor will use a checklist to record the assessment decision.

Overview

Below are a number of practical tasks to be completed over a period of time in a real or simulated workplace where you will perform the duties of a **manager**. The times for completion of the tasks are to be negotiated between yourself and the assessor. The tasks will reflect your ability to:

Project: Develop the sections of the business plan document.

Your assessor will provide you with instructions and complete a checklist on which they will record your satisfactory performance of workplace tasks.

The Project Tasks table below identifies the documents that you are required to prepare and submit in your evidence portfolio. They may be presented in printed format in a folder or as an electronic copy.

Ensure both your name and student number is clearly displayed.

Instructions to Assessor

The following benchmarks are supplied for you (the assessor). Please ensure when marking the candidate's work that you adhere to the prescribed benchmarks which are intended as a guide to ensure consistency of assessment.

Project Tasks	Mapping
<p>The following tasks may be completed as a workplace project based on your own organisation and job role, or as a simulated workplace project based on a fictitious organisation, or an organisation you are familiar with.</p>	
<p>1. In Assessment 2 Task 1 you described the business vision/mission, business goals and business objectives as well as identify the sections of the business plan document. Now you will undertake the research and identify the information that will be required to complete your business plan.</p> <p>Part A- Undertake business research</p> <p>If you are in a simulated environment, you may use your imaginary business described in Assessment 2 Task 1.</p> <ul style="list-style-type: none"> In Assessment 2 Task 1 you identified government and professional bodies that could provide advice and assistance. Consult these advisors and in a report identify and describe the legal, taxation, OHS, industrial relations and any other legislative and compliance requirements of the business. The information needs to relate to the stated business goals and objectives. <p>Note: Any consultation costs will need to be within the available resources of the business. You may use online information, colleagues, advice provided from free consulting services, or other no cost or low cost consulting advice options to gather the required information.</p> <p>OHS issues <u>must</u> include:</p> <ul style="list-style-type: none"> Identification of specific hazard issues such as occupational violence, security, manual handling, equipment and hazardous substances Management of the organisation and operation of OHS as part of the business plan Procedures for managing hazards in the workplace (identify, assess and control) Provisions for ensuring safety of members of the public and contractors visiting the premises/worksite Recognition of duty of care responsibilities. <ul style="list-style-type: none"> Research and in a report identify and describe the human, physical and financial resource requirements of the business to reflect the business goals and objectives stated in Assessment 2 Task 1. Analyse the market and in a report identify and describe the current and future needs of the market, the size of the market and the business' potential market share. 	<p>PC2.1-2.7 RS1-3 RK1-5, 8, 10 CAE1-2, 4</p>

Project Tasks	Mapping
<p>Part B- Financial plan</p> <p>If you are in a simulated environment, you may use your imaginary business described in Assessment 2 Task 1.</p> <ul style="list-style-type: none"> • Refer to the financial plan developed in BSBSMB406A Manage small business finances Assessment 2 Task 1 or develop another financial plan. • In a report identify and describe the sources of finance for the business and the costs of financing the business. The finances required need to be sufficient to provide business liquidity and business profitability. The financial sources and needs of the business should reflect the stage of business development i.e. initial set-up stage with short term financial needs and an existing operation with more long term financial needs <p>The financial plan may include:</p> <ul style="list-style-type: none"> ○ Analysis of sales by product/service, identifying where they were sold and to whom ○ Cash flow estimates for each forward period ○ Current financial state of the enterprise (or owner/operator) ○ Estimates of profit and loss projections for each forward period ○ Financial performance to date (if applicable) ○ Likely return on investment ○ Monthly, quarterly or annual returns ○ Non-recurrent assets calculations ○ Profit, turnover, capital and equity targets ○ Projected profit targets, pricing strategies, margins ○ Projections of likely financial results (budgeting) ○ Projections, which may vary depending on the importance of such information and the stage in the life of the business ○ Resources required to implement the proposed marketing and production strategies (staff, materials, plant and equipment) ○ Review of financial inputs required (sources and forms of finance) ○ Risks and measures to manage or minimise risks ○ Working, fixed, debt and equity capital <p>Part C- Marketing strategies</p> <p>If you are in a simulated environment, you may use your imaginary business described in Assessment 2 Task 1.</p> <ul style="list-style-type: none"> • Refer to the marketing strategies developed in BSBSMB403A Market the small business Assessment 2 Task 2 or develop another marketing strategy. • In a report identify and describe the marketing strategy methods that will be used to promote the business to the target market. <p>Marketing strategies may include:</p> <ul style="list-style-type: none"> ○ Achieving lower costs of production and distribution than competitors ○ Creating a very different product line or service so that the business becomes a class leader in the industry ○ Distribution ○ Pricing, presentation and display of products/services ○ Product design and packaging ○ Product range and mix ○ Promotion and advertising ○ Pursuing cost leadership and/or product differentiation within a specialist market segment 	

Project Tasks	Mapping
<p>Part D- Production/operations plan</p> <p>If you are in a simulated environment, you may use your imaginary business described in Assessment 2 Task 1.</p> <ul style="list-style-type: none"> Refer to the production/operations plan developed in BSBSMB405A Monitor and manage small business operations or develop another production/operations plan In a report identify and describe the methods/means of production/operation from the production/operations plan. The production/operations plan needs to reflect the business goals and objectives stated in Assessment 2 Task 1. You should describe the inputs in the production/operations system (people, capital, equipment, materials), the transformation process, and the outputs of products/services. A diagram or Gantt chart may be used to illustrate your production/operations plan. Production/operations may include: <ul style="list-style-type: none"> Customer requirements, market expectations, budgetary constraints Industrial relations climate and quality assurance considerations Means of supply and distribution Operational targets and action plan, which may include short-, medium- or long-term goals Options for production, delivery, technical and customer service and support <p>Part E- Staffing plan</p> <p>If you are in a simulated environment, you may use your imaginary business described in Assessment 2 Task 1.</p> <ul style="list-style-type: none"> Refer to the staffing requirements described in BSBSMB407A Manage small team or develop another staffing plan. In a report identify and describe the staffing requirements to effectively produce and deliver the business products/services. Staff numbers and the areas of expertise required to achieve the business goals and objectives should be discussed. Examples may be provided of an organisational chart, job/role descriptions, and performance KPIs. Staffing requirements may include: <ul style="list-style-type: none"> Full-time, part-time staff, permanent, temporary or casual staff Owner/operator Sub-contractors or external advisers/consultants <p>You are required to provide your assessor with the following document/s:</p> <ul style="list-style-type: none"> Part A- A report on: <ul style="list-style-type: none"> The legal, taxation, OHS, industrial relations and any other legislative and compliance requirements of the business. The human, physical and financial resource requirements of the business The current and future needs of the market, the size of the market and the business' potential market share Part B- A report on the sources of finance for the business and the costs of financing the business Part C- A report on the marketing strategy methods that will be used to promote the business to the target market 	

Project Tasks	Mapping
<ul style="list-style-type: none"> Part D- A report on the methods/means of production/operation from the production/operations plan Part E- A report on the staffing requirements to effectively produce and deliver the business products/services. 	

Has the candidate met the following criteria for Task 1:

Candidate's responses may vary

- Part A- A report on:
 - The legal, taxation, OHS, industrial relations and any other legislative and compliance requirements of the business.
 - The human, physical and financial resource requirements of the business
 - The current and future needs of the market, the size of the market and the business' potential market share
- Part B- A report on the sources of finance for the business and the costs of financing the business
- Part C- A report on the marketing strategy methods that will be used to promote the business to the target market
- Part D- A report on the methods/means of production/operation from the production/operations plan
- Part E- A report on the staffing requirements to effectively produce and deliver the business products/services.

Part A- Undertake business research- The candidate needs to have undertaken research in the following areas. A candidate in a simulated environment may use the imaginary business they described in Assessment 2 Task 1.

- In a report, the candidate needs to identify and describe the legal, taxation, OHS, industrial relations and any other legislative and compliance requirements of the business. The information needs to be realistic, within the available resources of the business and relate to the stated business goals and objectives in Assessment 2 Task 1.

A candidate may use online information, colleagues, advice provided from free consulting services, or other no cost or low cost consulting advice options to gather the required information.

The candidate must include the following OHS issues:

- Identification of specific hazard issues such as occupational violence, security, manual handling, equipment and hazardous substances
 - Management of the organisation and operation of OHS as part of the business plan
 - Procedures for managing hazards in the workplace (identify, assess and control)
 - Provisions for ensuring safety of members of the public and contractors visiting the premises/worksite
 - Recognition of duty of care responsibilities.
- In a report, the candidate needs to identify and describe the human, physical and financial resource requirements of the business. The information needs to be realistic, within the available resources of the business and relate to the stated business goals and objectives in Assessment 2 Task 1.
- In a report, the candidate needs to identify and describe the current and future needs of the market, the size of the market and the business' potential market share. The information needs to be realistic and relate to the stated business goals and objectives in Assessment 2 Task 1.

Has the candidate met the following criteria for Task 1:

Part B- Financial plan- A candidate in a simulated environment may use their imaginary business described in Assessment 2 Task 1.

- The candidate may provide information from the financial plan developed in BSBSMB406A Manage small business finances Assessment 2 Task 1 or develop another financial plan.
- In a report, the candidate needs to identify and describe the debt or equity sources of finance for the business and the costs of financing the business. The finances need to realistically be sufficient to provide business liquidity and business profitability.
If the business is in initial set-up stage, then short term financial needs should be mentioned i.e. start up expenses and initial losses with possible sources of finance through banks, trade creditors, family loans, etc.
If the business is an existing operation, then long term financial needs should be mentioned i.e. land, buildings, machinery, etc with possible sources of finance through mortgages, government grants, family loans, equity, etc

Part C- Marketing strategies –A candidate in a simulated environment may use their imaginary business described in Assessment 2 Task 1.

- The candidate may provide information from the marketing strategies developed in BSBSMB403A Market the small business Assessment 2 Task 2 or develop another marketing strategy.
- In a report, the candidate needs to identify and describe the marketing strategy methods that will be used to promote the business to the target market. The strategy needs to be realistic, within the available resources of the business and relate to the stated business goals and objectives in Assessment 2 Task 1.

Part D- Production/operations plan- A candidate in a simulated environment may use their imaginary business described in Assessment 2 Task 1.

- The candidate may provide information from the production/operations plan developed in BSBSMB405A Monitor and manage small business operations or develop another production/operations plan.
- In a report, the candidate needs to identify and describe the methods/means of production/operation from the production/operations plan. The production/operations plan needs to be realistic, within the available resources of the business and reflect the business goals and objectives stated in Assessment 2 Task 1.
The candidate should describe the inputs in the system (people, capital, equipment, and materials), the transformation process, and the outputs of products/services. The candidate may describe the production scheduling; premise/equipment layout; controls of inputs, stock and outputs, quality; human resources; and monitoring and review mechanisms. The candidate may provide a diagram or Gantt chart to illustrate their response.

Part E- Staffing plan- A candidate in a simulated environment may use their imaginary business described in Assessment 2 Task 1.

- The candidate may provide information from the staffing requirements described in BSBSMB407A Manage small team or develop another staffing plan.
- In a report, the candidate needs to identify and describe the staffing requirements to effectively produce and deliver the business products/services. The staffing plan needs to be realistic, within the available resources of the business and reflect the business goals and objectives stated in Assessment 2 Task 1.
The candidate should identify the number of people the business needs to operate effectively and efficiently and the areas of expertise the staff require in order to achieve the business goals and objectives. The staffing plan needs to be realistic, within the available financial resources of the business and reflect the business goals and objectives stated in Assessment 2 Task 1. The candidate may provide an organisational chart, job/role descriptions, and performance KPIs.

Project Task	Mapping
The overall project task: Compile all the above documents together. They will be assessed separately and then assessed for overall readability, which includes use of appropriate grammar and punctuation in sentences and paragraphs.	ES 1, 8
Has the candidate met the following criteria for the overall project task Reports display appropriate readability by using appropriate grammar and punctuation in sentences and paragraphs.	

Assessment checklist – Assessor Note

Please complete the assessment checklist in the Candidate Guide to record the assessment process and outcome.

The checklist contains a declaration by the candidate as follows:

- The purpose and outcomes of the assessment have been explained.
- I have received information about the unit of competency.
- I understand the type of evidence to be collected.
- The appeals system has been explained to me.
- I have notified my assessor of any special needs that may need to be considered during the assessment.

The checklist contains a section for the assessor to record the following:

- Whether RPL / Accelerated progression is required
- Whether Language / Literacy / Numeracy support is required
- Any other special needs

Assessment 4: Project

The following instructions have been provided to the candidate.

Instructions to Candidate

This activity is related to the unit of competency **BSBSMB404A Undertake small business planning**. In particular, you will be required to demonstrate your skills and knowledge in relation to this unit of competency.

You may refer to your training materials and other research if required. The activity may be completed in the workplace or a simulated workplace.

Your assessor will use a checklist to record the assessment decision.

Overview

Below are a number of practical tasks to be completed over a period of time in a real or simulated workplace where you will perform the duties of a **manager**. The times for completion of the tasks are to be negotiated between yourself and the assessor. The tasks will reflect your ability to:

Project: Develop risk minimisation strategies.

Your assessor will provide you with instructions and complete a checklist on which they will record your satisfactory performance of workplace tasks.

The Project Tasks table below identifies the documents that you are required to prepare and submit in your evidence portfolio. They may be presented in printed format in a folder or as an electronic copy.

Ensure both your name and student number is clearly displayed.

Instructions to Assessor

The following benchmarks are supplied for you (the assessor). Please ensure when marking the candidate's work that you adhere to the prescribed benchmarks which are intended as a guide to ensure consistency of assessment.

Project Tasks	Mapping
The following tasks may be completed as a workplace project based on your own organisation and job role, or as a simulated workplace project based on a fictitious organisation, or an organisation you are familiar with.	
<p>1. A business does not operate without the support of staff as well as a number of other relevant people. Each person and/or group has a specific interest and objective that relates to the success of the business.</p> <p>In a report:</p> <ul style="list-style-type: none">Identify and list the relevant people or groups who have an interest in the direction and operations of the business you described in Assessment 2 Task 1. <p>Relevant people may include:</p> <ul style="list-style-type: none">○ Clients○ Family members○ Franchise agency○ Owner/operator, partners, financial backers○ Regulatory bodies○ Suppliers○ Trade or industry associations. <ul style="list-style-type: none">For each individual and group, describe their specific interest and objective in relation to the direction of the business.Explain the communication processes or mechanisms you would use to seek and confirm (gather) their support of the planned direction of the business. <p>You are required to provide your assessor with the following document/s:</p> <ul style="list-style-type: none">A report on gathering support from relevant people who have specific interests and objectives relating to the direction of the business.	PC3.1 RK4 ES1, 8

Has the candidate met the following criteria for Task 1:

Candidate's responses may vary

A report on gathering support from relevant people who have specific interests and objectives relating to the direction of the business.

- The candidate should list the relevant individuals and groups who have specific interests and objectives relating to the direction of the business described in Assessment 2 Task 1. An explanation of their interest and objectives should be provided.
Examples may include:
 - Clients- only local supplier of product- good service encourages support of local producers
 - Family members- provides income for family budget- business financially supporting partner and children
 - Franchise agency- standards of franchise maintained- financial and branding business success
 - Owner/operator, partners, financial backers- return on investment- financial stability
 - Regulatory bodies- OHS and environmental inspections meet legislative requirements- industrial and legislated standards maintained and updates in legislation accessed
 - Suppliers- regular credit purchases- established customer that pays account on time
 - Trade or industry associations- business maintains high industry standards- establishes good reputation in marketplace.
- The candidate should explain the communication processes and techniques they used to seek and confirm the individuals' and groups' support for the direction of the business.
Examples may include:
 - Regular meetings to provide reports on production progress
 - Letters of credit/support
 - Informal weekly phone calls to update non-working partners
 - Daily discussions to provide input into business direction, etc.

Project Tasks	Mapping
<p>2. There are a number of risks that can have an impact on a business. Regardless of the management techniques used, possible threats that could arise inside or outside the organisation need to be assessed and strategies developed to manage the potential business risks and ensure the business goals and objectives are able to be achieved while maintaining legal requirements.</p> <p>As a manager, you need to use relevant tools and techniques to identify risks, allocate a risk category and develop strategies related to your business. You need to think about how likely it is that something will happen, and how serious its consequences will be if it does.</p> <p>Part A- In a report, create a list of the risks (at least five) associated with the business and for each risk explain:</p> <ul style="list-style-type: none"> ○ What can happen? ○ When and where? ○ How and why? <p>Risk management may relate to the following:</p> <ul style="list-style-type: none"> ○ Breach of contract, product liability ○ Knowledge management ○ Measures to manage risk including professional indemnity, securing appropriate insurance to cover loss of earnings through sickness/accidents, drought, flood, fire, theft ○ Security systems to provide physical security of premises, plant, equipment, goods and services ○ Security of intellectual property. <p>Risk management <u>must</u> include:</p> <ul style="list-style-type: none"> ○ OHS requirements including duty of care responsibilities <p>Part B- Assess the risks</p> <p>Using the risk assessment table, assess the likelihood and consequence to identify the degree of risk of each event listed. In a report, explain your findings for each of the risks.</p> <p>Note: There are two main factors to consider when you assess each risk to your business. First is the likelihood the event will happen. Second is how severe its consequences will be. Combined, these two factors will decide the degree of risk i.e. low, medium, high or extreme. Example: the likelihood of an office fire is 'Very Unlikely', and the consequences would be 'Major'. Therefore the level of risk is 'Medium'.</p>	<p>PC3.2 RS1-2 RK1-4, 6, 8, 10 CAE3-4 ES1, 3, 4-6, 8</p>

Project Tasks					Mapping	
Risk assessment table						
<i>Consequences</i>						
		Major e.g. death, disability, large financial loss	Serious e.g. serious injury, cash flow shortage	Minor e.g first aid injury, temporary supply shortage		Insignificant e.g. incident but no injury, non- essential staff ill
<i>Likelihood</i>	Very likely, almost certain to happen	Extreme risk	High risk	High risk		Medium risk
	Likely, will probably happen at some time	High risk	High risk	Medium risk		Medium risk
	Unlikely, could happen at some time	High risk	Medium risk	Medium risk		Low risk
	Very unlikely, might happen rarely	Medium risk	Medium risk	Low risk	Low risk	
<p>Part C- Develop the risk management strategies to assist the business manage the risks and ensure the business goals and objectives are able to be achieved while maintaining legal requirements. Refer to Assessment 2 Task 1 for the business goals and objectives. Your strategy is the plan of action you want to take. In a report describe the strategies you will use for each risk listed and assessed.</p> <p>You are required to provide your assessor with the following document/s:</p> <ul style="list-style-type: none">• Part A – A report listing (at least five) and describing the potential risks of the business• Part B- A report assessing the risks• Part C- A report which describes the risk management strategies to ensure the business goals and objectives are able to be achieved while maintaining legal requirements.						

Has the candidate met the following criteria for Task 2:

Candidate's responses may vary

- Part A – A report listing (at least five) and describing the potential risks of the business
- Part B- A report assessing the risks
- Part C- A report which describes the risk management strategies to ensure the business goals and objectives are able to be achieved while maintaining legal requirements.

Part A- The candidate should list at least five risks associated with the business. Details on the risk should be in response to the following questions. Risks associated with OHS requirements including duty of care responsibilities must be included in the risks listed.

- What can happen?
- When and where?
- How and why?

Part B- The candidate should assess the risks using the risk assessment table. Each risk should be assessed for likelihood and consequence and the degree of risk should be identified.

Part C- The candidate should describe the risk management strategies. The strategies should align with the business goals and objectives and legal requirements of the business. The strategies should be expressed as actions to be performed to ensure the risks are managed. The candidate should make reference to the business goals and objectives stated in Assessment 2 Task 1.

Project Tasks	Mapping
<p>3. One essential activity in developing a business plan is to make sure you have a contingency plan in case there are non-conformances with the business plan or risk management plan.</p> <p>Contingency plans may include:</p> <ul style="list-style-type: none"> • Disturbances to cash flow, supply and/or distribution • Sickness or personal considerations <p>Note: The purpose of contingency planning is to:</p> <ul style="list-style-type: none"> • Ensure continuity and survival of the business • Provide protection of corporate assets, provide management control of risks and exposures, • Provide preventative measures where appropriate, and to take proactive management control of any business interruption. <p>The objective of contingency planning is not to identify and develop a plan for every possible contingency but to consider major contingencies and possible responses. Think about the type of contingency plan that would need to be developed for the business to address areas of non-conformance with the business plan or risk management plan and in a report, respond to the following questions.</p> <ul style="list-style-type: none"> • What events may occur that require a response? List at least five situations. • What disasters might happen during execution of the business plan? • What event would cause the greatest disruption of business activities and plans? • What happens if business income does not follow the business plan? 	<p>PC3.3 RS1-2 RK1-4, 6, 10 CAE3-4 ES1, 3-6, 8</p>

Project Tasks	Mapping
<ul style="list-style-type: none"> What happens if delays occur in delivery of services or product production? What if key people leave the organization? What are the expected moves of competitors? Who or what might impede implementation of the business plan? <p>You are required to provide your assessor with the following document/s:</p> <ul style="list-style-type: none"> A report responding to questions that will assist in the development of a contingency plan to address areas of non-conformance. 	

Has the candidate met the following criteria for Task 3:
<p><i>Candidate's responses may vary</i></p> <p>A report responding to questions that will assist in the development of a contingency plan to address areas of non-conformance.</p> <p>The candidate should respond to the questions to enable them to develop a contingency plan that would address possible areas of non-conformance with the business plan or risk management plan.</p> <p>Example responses may include:</p> <ul style="list-style-type: none"> What events may occur that require a response? The candidate should list at least five business situations of possible non-conformance. What disasters might happen during execution of the business plan? The candidate may identify disasters from the previous list or identify new disasters e.g. flood, fire, explosion, etc. What event would cause the greatest disruption of business activities and plans? The candidate may identify disruptive factors from the previous list or identify new disruptions e.g. production breakdowns, key staff leaving, etc. What happens if business income does not follow the business plan? The candidate may discuss debt or equity loans, etc. What happens if delays occur in delivery of services or product production? The candidate may discuss loss of reputation, loss of trade, etc. What if key people leave the organization? The candidate may discuss loss of knowledge, management of company knowledge, etc. What are the expected moves of competitors? The candidate may discuss external threats, etc. Who or what might impede implementation of the business plan? The candidate may discuss organisational culture, internal competitive issues, bank manager, etc

Project Task	Mapping
<p>The overall project task:</p> <p>Compile all the above documents together. They will be assessed separately and then assessed for overall readability, which includes use of appropriate grammar and punctuation in sentences and paragraphs.</p>	ES 1, 8
<p>Has the candidate met the following criteria for the overall project task</p> <p>Reports display appropriate readability by using appropriate grammar and punctuation in sentences and paragraphs.</p>	

Assessment checklist – Assessor Note

Please complete the assessment checklist in the Candidate Guide to record the assessment process and outcome.

The checklist contains a declaration by the candidate as follows:

- The purpose and outcomes of the assessment have been explained.
- I have received information about the unit of competency.
- I understand the type of evidence to be collected.
- The appeals system has been explained to me.
- I have notified my assessor of any special needs that may need to be considered during the assessment.

The checklist contains a section for the assessor to record the following:

- Whether RPL / Accelerated progression is required
- Whether Language / Literacy / Numeracy support is required
- Any other special needs