

41081 Manage business planning to support an entity's business performance

Kaupae Level	5
Whiwhinga Credit	15
Whāinga Purpose	<p>This skill standard is intended for current managers and aspiring managers.</p> <p>This skill standard will provide learners with the knowledge and skills to plan, implement, and evaluate business activities to enhance business performance.</p> <p>This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) [Ref: 2459] – strand in Management, or in other credentials.</p>

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

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Apply business planning processes to develop an implementation plan that contributes to an entity's performance.	a. Describe and justify the need and potential outcomes for business planning.
	b. Select and apply relevant framework(s) and/or tool(s) to support regular business planning.
	c. Develop an implementation plan to maintain or improve business performance.
2. Implement business planning for a business activity to contribute to an entity's performance.	a. Plan and organise components for a planned business activity.
	b. Lead the implementation of a planned business activity.
	c. Apply control measures to the business planning to ensure quality and progress.
3. Evaluate the implementation of business planning for a business activity and its impact on an entity's performance.	a. Evaluate the effectiveness of the planning and the implementation process.
	b. Evaluate the outcome(s) of a planned business activity.
	c. Recommend improvements to enhance future business planning and performance.

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

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

Ngā momo whiwhinga | Grades available

Achieved.

Ihirangi waitohu | Indicative content

Business planning

- types of planning
 - regular business planning
 - workplan
 - workflow
 - weekly/yearly rosters
 - projects
 - increase sales to meet a target
 - non-business as usual planning
 - meet compliance
 - restructure
- aware of planning frameworks and tools
 - culturally responsive methods
 - storming, norming, performing
 - project planning and delivery

- frameworks and tools to support regular planning
 - SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) or PESTLE analysis (Political, Economic, Social, Technological, Legal, Environmental)
 - people planning
 - financial planning
 - budgeting and forecasting
 - brainstorming
 - peer reviews
 - forums and focus groups
 - surveys
 - consultation
 - research
 - hui
 - stakeholder engagement
 - planning cycles
- continuous improvements of processes and practices
- improving productivity.

Contribution to planning

- planning, organising, and controlling
 - components of business planning cycle
 - how to implement changes
 - setting up SMART (Specific, Measurable, Achievable, Realistic, Time-bound) objectives
 - needs assessment
 - stakeholder analysis
 - achieving operational goals and objectives
 - control measures
 - resources such as human, physical, and financial.
- business activity
 - project plan
 - project activities
 - operational plan
 - sales targets
 - marketing initiatives
 - staff improvement or development plan
 - customer service enhancement
 - resource allocation plan.

- leading the implementation of planned business activity
 - understanding the scope and objectives of a plan
 - taking responsibility for specific tasks or components
 - collaborating with others to coordinate actions
 - using appropriate communication channels
 - meetings
 - emails
 - digital tools
 - making informed decisions within role and responsibility
 - monitoring progress and adapting as needed
 - reflecting on outcomes and areas for improvement.
- control measures
 - checks
 - control points
 - monitoring and review
 - surveys
 - performance analysis
 - key performance indicators.

Evaluation of business planning for a business activity and its impact on an entity's performance

- evaluation of the outcomes from the business planning
 - productivity
 - income
 - reduced costs and/or increased quality
 - staffing and staff engagement
 - business efficiencies
 - customer satisfaction.
- evaluation tools
 - SWOT analysis
 - performance metrics.
- 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](#).
- Groundwork.org.nz – [Te Tiriti articles in practice](#).
- Lumen Learning – [Principles of Management](#).

Pārongo Whakaū Kouna | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Services Industry Skills Board
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

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	26 February 2026	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Services Industry Skills Board at qualifications@servicesisb.nz to suggest changes to the content of this skill standard.