

Elective 1: BSBMGT616A: Develop and Implement Strategic Plans

This Unit describes the performance outcomes, skills and knowledge required to establish the strategic direction of the organisation, to sustain competitive advantage, and to enhance competitiveness. It requires analysis and interpretation of relevant markets, capability assessment of the organisation, and its existing and potential allies and competitors. It also covers implementation of the strategic plan. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

References: Course Manual sections 3.3.2, 3.2.5, 3.2.7, Ch. 7, 8, 9, 12; Dwyer and Hopwood, *Management Strategies and Skills*, ch. 6

Unit Element	Performance Criteria	Study Program	References	Assessment Criteria	Work Evidence
1. Confirm organisational vision and mission	1.1 Check with stakeholders that organisational vision and mission are still held to be current and are supported	1. Read section 3.2.3. Obtain a set of organisational vision/mission statements from your selected organisation and evaluate if and how these have been translated into vision/mission statements for leisure and recreation	Course Manual sections 3.3.2, 3.2.5, 3.2.7, Ch. 7, 8, 9, 12 Dwyer and Hopwood, ch. 6, 8	Students will demonstrate the ability to: 1. Identify a set of organisational vision/mission statements 2. Review the organisational statements and any parallel statements for leisure and recreation and discuss the extent to which the second is a logical expansion of the first	1. Provision of a set of organisational vision/mission statements and any parallel statements for leisure and recreation 2. A discussion of the organisational and leisure and recreation vision/mission statements highlighting the extent to which the second is <i>or is not</i> a logical expansion of the first 3. A written revision of the leisure and recreation vision/mission statement so that better reflects organisational statements OR of the organisational statements so they better reflect the desired recreation outcomes 4. A written set of recreation objectives and strategies that reflect the organisational and recreation vision/mission statement prepared in 3.
	1.2 Make any changes or refinements to vision or mission statement as required	1. Use your review from 1.1 above to revise and/or refine the leisure and recreation vision/mission statements so it better reflects the objectives of the organisation and its staff		Students will demonstrate the ability to: 1. Prepare a revised leisure & recreation vision/mission statement that better reflects organisational statements	As part of 1.1 above
	1.3 Review or develop organisational values to support the vision and mission statement	1. Use your review from 1.1 above to revise and/or refine the organisational vision/mission statement(s) so they better reflect the objectives of the organisation and its staff		Students will demonstrate the ability to: 1. Propose revisions of the organisational statements so they better reflect the desired recreation outcomes	As part of 1.1 above
	1.4 Gain support for strategic planning process from all relevant stakeholders	1. Meet with relevant senior officers to review the outcomes of your work in 1.1 – 1.3 and record any recommended changes and the reasons for them		Students will: 1. Meet with relevant senior officers to propose and negotiate approval for revisions of the organisational statements so they better reflect the leisure and recreation directions and desired	1. A written record of the outcomes of a meeting with relevant senior officers to propose and negotiate approval for revisions of organisational statements to better reflect the leisure and recreation direct-

				outcomes	ions and desired outcomes
2. Analyse the internal and external environment	2.1 Determine information requirements & undertake or commission research to deliver relevant information	1. Read Manual 3.2.5 and 3.2.7. Define the scope of the information you will need to collect to prepare a recreation plan		Students will: 1. List the range and purpose of the various types of information that will be researched in order to prepare a recreation plan	1. A table listing (a) the various types of information that will be researched in order to prepare a recreation plan and (b) how the information will be used
	2.2 Analyse political, economic, social, and technological developments in a global context	1. Read and summarise 3.2.4 and Ch. 7		Students will: 1. List and explain the likely influence of identifiable political, economic, social, and technological developments on recreation need participation and provision	1. A table listing (a) identifiable political, economic, social, and technological factors impacting on recreation need, participation and provision and (b) some key influences of these factors
	2.3 Seek advice from appropriate experts wherever necessary	1. Review the outcomes of 2.1 and 2.2 with your mentor and revise and add as deemed appropriate		Students will: 1. Identify a list of key stakeholders and informants who might be consulted 2. Use a case study drawn from a planning study in their selected organisation to illustrate the array of professionals and other stakeholders who were contacted	1. A list of key stakeholders and informants who might be consulted as part of a recreation planning study with case examples from a selected study
	2.4 Identify and consider strengths and weaknesses of existing and potential competitors and allies	1. Read 6.2, 6.6 and 6.7.		Students will demonstrate the ability to: 1. Prepare a SWOT analysis of the existing provision of recreation resources at a multi-use or multi-component venue operated by a competitor or ally. Include strategies for responding to the findings of the analysis	1. A table listing (a) each of the strengths, weaknesses, opportunities and threats identified at a multi-use or multi-component venue and (b) suggested strategies for responding to the findings of the analysis
	2.5 Analyse organisation's strengths, weaknesses, opportunities and threats	1. As part of 2.4 above		Students will: 1. Prepare a SWOT analysis of the organisational strengths, weaknesses, opportunities and threats of their selected organisation from a recreation perspective. Include strategies for responding to the SWOT in the analysis	1. A table listing (a) each of the strengths, weaknesses, opportunities and threats identified within the recreation area of a selected organisation and (b) suggested strategies for responding to the findings of the analysis
	2.6 Consider co-operative ventures that are supported by risk and cost-benefit analyses, are consistent with the organisational vision, mission and values, and provide for due diligence	1. Collect information on the scope of co-operative ventures that have or could be undertaken in leisure and recreation provision by your selected organisation 2. Undertake research into the concept of <i>due diligence</i> and consider its application in the recreational provision context		Students will: 1. Prepare a brief review of co-operative ventures that have been undertaken in leisure and recreation provision by their selected organisation eg: YMCA management, committees of management, leases 2. Identify and discuss the risks and cost benefits or losses associated with the co-operative models identified in the	1. A table listing (a) up to 4 co-operative ventures that have been undertaken in leisure and recreation provision by their selected organisation (b) possible risks and cost benefits or losses associated with the co-operative models and (c) suggestions for overcoming risk and cost benefit "shortfalls" with existing arrangements

				<p>selected organisation and the extent to which the actions of those involved were in keeping with the organisation's vision, mission and values. Make suggestions for overcoming risk and cost benefit "shortfalls" with existing arrangements</p> <p>3. Explore other forms of co-operative venture in the provision of recreation facilities, programs and services. Discuss the risks and cost benefits associated with these and strategies for minimising these</p> <p>4. Outline how they would undertake a due diligence assessment of a potential partner in a co-operative venture.</p>	<p>2. A list of (a) other types of co-operative ventures in the provision of recreation facilities, programs and services and (b) the risks and cost benefits associated with them and strategies for minimising these</p>
	2.7 Check that analysis of internal and external environment is consistent with the perspectives of other informed people	1. Use internal staff or a planning advisory committee to review research findings		<p>Students will:</p> <p>1. Outline how they would use internal staff or a planning advisory committee to review the findings of 2.1 and 2.2</p>	1. A written outline of how an internal staff or planning advisory committee could be used to review the findings of 2.1 and 2.2
3. Write strategic plan	3.1 Document relevant research and background for inclusion in the strategic plan	1. Use the findings of the research program developed for Elective 2 (Conduct Market Research) to document the information required by 3.1 to 3.4		<p>Students will:</p> <p>1. Outline how they will document the findings of a research program</p>	1. A written outline /table of contents of a document that would record the findings of a research program
	3.2 Formulate strategic objectives and strategies needed for the future	Read Manual Chs. 3, 12		<p>Students will:</p> <p>1. Use the vision/mission statements for leisure and recreation formulated and revised in 1. above as the basis for preparing a set of objectives and strategies that reflect the likely findings of relevant research</p>	As part of 1.1 above
	3.3 Detail each strategy with an assigned priority	As above		<p>Students will:</p> <p>1. Outline a methodology for allocating a priority for action to the proposed strategies</p>	1. A written outline of a methodology for allocating a priority for action to the strategies proposed in part 4 of 1.1 above
	3.4 Circulate strategic plan for comment	As above		<p>Students will:</p> <p>1. Outline a methodology for circulating and reviewing the draft strategy for review and comment</p>	1. A statement of a process to be used for (a) circulating and explaining a draft strategy for review and comment (b) briefing people with a specific role in relation to strategies and (c) making revisions/refinements to a recreation plan

4. Implement strategic plan	4.1 Communicate strategic plan to all relevant parties	Manual, Ch. 12		Students will: 1. Outline the processes which should be considered in order to communicate a strategic plan to all relevant parties	As part of 3.4 above
	4.2 Brief people with a specific role in relation to strategies	Manual Ch. 12		As above	As part of 3.4 above
	4.3 Use performance indicators to monitor progress in implementing plan	1. Undertake research into performance indicators	Dwyer and Hopwood, p 198	Students will: 1. Define the concept "key performance indicators" 2. List the purposes of performance monitoring 3. Identify a number of tools that could be used at various milestones for measuring (a) the process of implementing a recreation plan (b) the <i>outputs</i> of the implementation and (c) the <i>outcomes</i> of the implementation 4. Provide an overview and evaluation of any performance monitoring they can identify with regard to a recreation planning project in their selected organisation	1. A definition of the concept "key performance indicators" 2. A list of the purposes of performance monitoring 3. A list of tools that can be used at various milestones for measuring (a) the <i>process</i> of implementing a recreation plan (eg: what has been provided, monies spent, staff employed etc) (b) the <i>outputs</i> of the implementation (eg: number of visits/users, number of programs offered, hours venues opened per week, and (c) the <i>outcomes</i> of the implementation (eg: health improvements of participants, weight loss of participants, reductions in reported vandalism, higher measures of resident wellbeing) 4. A written description of any performance monitoring identified for a recreation planning project in their selected organisation
	4.4 Make necessary refinements to plan	Manual Ch. 12		Students will: 1. Outline a strategy for making refinements to a completed recreation plan	As part of 3.4 above
	4.5 Evaluate achievement of objectives at agreed milestones			As part of 4.3	
	4.6 Review effectiveness of plan and consider methods for improving strategic planning processes			Students will: 1. Propose a strategy for reviewing the effectiveness of a recreation plan and a mechanism for improving strategic planning processes	1. A written strategy for (a) reviewing the effectiveness of a recreation plan and (b) a suggested mechanism for improving strategic planning processes