



Subject Outline

FPE013 Business Planning and Practice Management

Section 1 — General information

1.1 Administrative details

Duration	Credit points	Level
One study period (12 weeks)	6	AQF9

1.2 Core or elective subject

This is an elective subject for the Master of Financial Planning.

1.3 Delivery mode

This subject is delivered online.

1.4 Assumed knowledge

Whilst there are no prerequisites for this subject, Kaplan recommends that you complete the following Kaplan Online subjects prior to enrolling in this subject:

- FPC001B Economic and Legal Context for Financial Planning
- FPC002B Ethics and Professionalism in Financial Advice
- FPC003 Superannuation and Retirement Advice
- FPC004 Insurance Advice
- FPC005 Estate and Succession Planning
- FPC006 Taxation for Financial Planning
- FPC007B Client Engagement Skills

1.5 Course transition subject equivalence

Students may not be required to complete this subject if they have transitioned from a SIA/Finsia/Kaplan course and have completed the following subjects within the course completion timeframe:

- AFA1 Business Strategy for Financial Advisors

1.6 Work integrated learning

There are no placements, internships or work experience requirements associated with undertaking this subject.



1.8 Other resource requirements

Students do not require access to specialist facilities and/or equipment to undertake this subject.

Section 2 — Academic details

2.1 Subject overview

In this subject, you will critically review the contemporary financial advice environment and position your current business in that environment to identify, using a range of diagnostic tools, the key areas you need to change to ensure ongoing relevance and success for your advice business. The first assessment task requires you to choose a business for strategy analysis which you will then build on in your business case and subsequent plan in assignments 1 and 2. As you progress through the topics, you will be required to complete a number of tasks that will inform and contribute to the development of the strategic business plan for your business.

2.2 Subject learning outcomes

On successful completion of this subject, students should be able to:

1. Determine the appropriateness of various business models to financial planning practices
2. Evaluate key areas and characteristics of successful financial planning practices.
3. Develop personal and professional business management skills
4. Analyse and recommend appropriate solutions to common performance and operational problems that emerge in financial planning practices
5. Construct a business plan for a competitively positioned financial planning practice.

2.3 Topic learning outcomes

Topic 1: Strategic management

On successful completion of this topic, students should be able to:

- apply the elements of strategy and strategic thinking skills in the context of strategy management in financial advice firms
- assess the issues and actions in the five stages of the strategy planning process
- decide how to build stakeholder support of strategy.

Topic 2: External environment — industry and market analysis

On successful completion of this topic, students should be able to:

- understand strategic factors that influence change and growth
- analyse and evaluate trends that drive industry change
- examine the external environment using standard models of strategy planning
- discuss what motivates an organisation to change and how change processes are managed
- use industry standard tools to conduct an analysis of the external operating environment
- situate these as opportunities or threats in a SWOT framework.

Topic 3: Analysing internal environment

On successful completion of this topic, students should be able to:

- critique core competencies and distinctive competencies as strategically valuable resources
- use strategies for building organisational competency in financial advice firms.

Topic 4: Developing and implementing a strategic plan

On successful completion of this topic, students should be able to:

- perform the implementation processes for business-level strategies
- extend a model of decision-making for managing strategy in financial advice firms
- construct a business case to implement business strategies.

Topic 5: Financial analysis and control

On successful completion of this topic, students should be able to:

- include financial statement analysis in the development of business-level strategies
- perform analyses of balance sheets, profit and loss statements, and cash flow statements
- use financial reports to monitor organisational performance
- develop appropriate benchmarks to measure performance in financial advice firms.

Topic 6: HR management strategy

On successful completion of this topic, students should be able to:

- evaluate the influences on Human Resource Strategy of strategy alignment, socialisation, and culture
- explain the influences on organisational culture in financial advice firms
- apply the activities and processes for recruiting and retaining staff
- contrast the advantages and disadvantages of various employment practices.

Topic 7: Business structures and technology

On successful completion of this topic, students should be able to:

- evaluate the advantages and disadvantages of business structures
- contrast business structure with organisational structure
- outline the influences of technologies on business strategies.

Topic 8: Readiness for organisational change

On successful completion of this topic, students should be able to:

- evaluate the compelling reasons for change to remain strategically competitive
- design change initiatives with standard models of organisational change
- assess the strategic value of change with the concepts of CVP (customer value proposition) and client relationships.

2.4 Assessment schedule

Assessment	Description	Week	Topics	Weighting	Subject learning outcomes assessed
Task	External and internal business analysis	Week 4	1–3	20%	LO1–LO5
Assignment 1	Developing business cases	Week 8	1–6	40%	LO1–LO5
Assignment 2	Strategic business plan	Week 12	1–8	40%	LO1–LO5

Please refer to our website <www.kaplanprofessional.edu.au> to review student policies relating to your assessment, including the *Kaplan Assessment Policy* and *Academic Integrity and Conduct Policy*.

2.5 Prescribed text

There is no prescribed text for this subject. Students are provided with key readings and access to Kaplan’s online databases. Students are encouraged to research and read widely on the topic.

2.6 Study plan

Week(s)	Topic name	Study load in hours
1	Topic 1: Strategic management	10
2	Topic 2: External environment — industry and market analysis	10
3	Topic 3: Analysing internal environment	10
4	Topic 4: Developing and implementing a strategic plan Task (Weighting 20%)	10
5	Topic 5: Financial analysis and control	10
6	Topic 6: HR management strategy	10
7	Work on Assignment 1	10
8	Topic 7: Business structures and technology Assignment 1 (Weighting 40%)	10 5
9	Topic 8: Readiness for organisational change	10
10–11	Work on Assignment 2	20
12	Assignment 2 (Weighting 40%)	5
Total minimum study load		120 hours

Additional study hours (if required), dependent on knowledge and personal commitments	60 hours
Total study load, including additional study hours	180 hours