

BSB51107

Diploma of Management

Course Information and Vocational Outcomes

This is accredited course reflects the role of individuals who are engaged to manage the work of others or to add value to or review management practices. Their role may be in any industry or organisational setting. Typically people in these roles will have considerable experience in their respective industries or vocational areas and couple an informed perspective of the specific work requirements with their managerial approaches. It requires a sound theoretical knowledge base and managerial competencies to plan, carry out and evaluate own work and/or the work of a team. Job roles and titles vary across different industry sectors. A possible job title relevant to this qualification is a manager. There are no entry requirements for this qualification.

There is no direct link between this qualification and licensing, legislative and/or regulatory requirements. However, where required, a unit of competency will specify relevant licensing, legislative and/or regulatory requirements that impact on the unit.

Pathways into the qualification

Preferred pathways for candidates considering this qualification could include any of the following options:

- BSB40807 Certificate IV in Frontline Management or other relevant qualification/s
- with vocational experience but without formal supervision or management qualification.
- Examples of indicative job roles for candidates seeking entry based upon their vocational
- experience include: coordinator; leading hand; supervisor; team leader. This breadth of expertise would equate to the competencies required to undertake this qualification.

After achieving this qualification candidates may undertake BSB60407 Advanced Diploma of Management.

The number of units required to successfully complete this qualification total eight elective units. These include:

- five elective units must be selected from the **Group A** units
- The remaining **three elective units** may be selected from the **Group A** or **Group B** units or any currently endorsed Training Package or accredited course at the same qualification level. If not listed below **one unit** may be selected from a Certificate IV and/or an Advanced Diploma qualification.

Elective units must be relevant to the work outcome, local industry requirements and the qualification level.

Employability Skills

The following is a summary of the employability skills for this qualification. It should be interpreted in conjunction with the detailed requirements of each unit of competency packaged in this qualification. The outcomes described here are broad industry requirements that may vary depending on the packaging options.

Communication

- communicating with business contacts to promote the goals and objectives of the business
- listening to and following complex oral instructions
- obtaining feedback from colleagues and clients

Teamwork

- leading, planning and supervising the performance of team members to develop team cohesion and to foster innovative work practices collecting feedback from customers and colleagues

Problem solving

- accessing and assessing information for accuracy and relevance
- developing strategies for minimising risks Initiative and enterprise

Initiative and enterprise

- identifying networking opportunities and developing operational strategies to ensure the viability of the business
- instigating new or different work practices to improve productivity or service delivery

Planning and organising

- allocating work to meet time and budget constraints
- developing plans and schedules

Self management

- prioritising tasks

Learning

- participating in professional networks and associations to obtain and maintain personal knowledge and skills
- systematically identifying learning and development needs

Technology

- using business technology to access, organise and monitor information

This is a summary of employability skills that are typical of this qualification and should not be interpreted as definitive.

The nominal hours of this qualification are between 420 and 540 hours depending on the units selected.

Completion of this course carries with it a Nationally Recognised Certificate.

Course content

Group A units

Customer service

- **BSBCUS501B - Manage quality customer service (40 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to develop strategies to manage organisational systems that ensure products and services are delivered and maintained to standards agreed by the organisation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. Many managers are involved in ensuring that products and services are delivered and maintained to standards agreed by the organisation. These managers may have staff involved in delivering customer service and are responsible for the quality of their work. In many instances the work will occur within the organisation's policies and procedures framework. At this level, the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies, will be required. This unit contains employability skills.)

1. Plan to meet internal and external customer requirements
2. Ensure delivery of quality products and/or services
3. Monitor, adjust and review customer service

Financial management

- **BSBFIM501A - Manage budgets and financial plans (70 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to undertake financial management within a work team in an organisation. This includes planning and implementing financial management approaches, supporting team members whose role involves aspects of financial operations, monitoring and controlling finances, and reviewing and evaluating effectiveness of financial management processes in line with the financial objectives of the work team and the organisation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit addresses the requirement for managers to ensure that financial resources are used effectively. This is done by ensuring access to budget/s and ongoing monitoring expenditure against the budget/s. The unit applies to managers working in small and large business environments and not for profit organisations.)

1. Plan financial management approaches
2. Implement financial management approaches
3. Monitor and control finances
4. Review and evaluate financial management processes

Information management

- **BSBINM501A - Manage an information or knowledge management system (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to organise learning to use an information or knowledge management system and to manage the use of the system. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to managers who have responsibility for seeing that key information and corporate knowledge are retained, accessible to others and improve business outcomes. The unit does not address the requirement to select the technical system (software or hardware), which is seen as the role of an information technology specialist, although in some smaller organisations this may be a part of the manager's role.)

1. Organise learning to use information or knowledge management system
2. Manage use of information or knowledge management system
3. Review use of information or knowledge management system

Learning and development

- **BSBLED501A - Develop a workplace learning environment (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to encourage and support the development of a learning environment in which work and learning come together. Particular emphasis is on the development of strategies to facilitate and promote learning, and to monitor and improve learning performance. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to managers. All managers have a prominent role in encouraging, supporting and facilitating the development of a learning environment in which work and learning come together. At this level work will normally be carried out within complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.)

1. Create learning opportunities
2. Facilitate and promote learning
3. Monitor and improve learning effectiveness

Management

- **BSBMGT502B - Manage people performance (70 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage the performance of staff who report to them directly. Development of key result areas and key performance indicators and standards, coupled with regular and timely coaching and feedback, provide the basis for performance management. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to all managers and team leaders who manage people. It covers work allocation and the methods to review performance, reward excellence and provide feedback where there is a need for improvement. The unit makes the link between performance management and performance development, and reinforces both functions as a key requirement for effective managers. This is a unit that all managers/prospective managers who have responsibility for other employees should strongly consider undertaking.)

1. Allocate work
2. Assess performance
3. Provide feedback
4. Manage follow-up

- **BSBMGT515A - Manage operational plan (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organisation's operational plan. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to people who manage the work of others and operate within the parameters of a broader strategic and/or business plan. The task of the manager at this level is to develop and implement an operational plan to ensure that the objectives and strategies outlined in the strategic and/or business plan are met by work teams. However in some larger organisations operational plans may be developed by a strategic planning unit. At this level work will normally be carried out within complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.)

1. Develop operational plan
2. Plan and manage resource acquisition
3. Monitor and review operational performance

- **BSBMGT516B - Facilitate continuous improvement (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies, and to manage opportunities for further improvements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to managers who take an active role in managing the continuous improvement process in order to achieve the organisation's objectives. Particularly where managers are closely associated with the creation and delivery of products and services, they play an important part in influencing the ongoing development and betterment of the organisation. At this level, work will normally be carried out within complex and diverse methods and procedures which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies. This unit contains employability skills.)

1. Lead continuous improvement systems and processes
2. Monitor and adjust performance strategies
3. Manage opportunities for further improvement

Occupational health and safety

- **BSBOHS509A - Ensure a safe workplace (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to establish, maintain and evaluate the organisation's occupational health and safety (OHS) policies, procedures and programs in the relevant work area in accordance with OHS legal requirements. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. Managers play an important role in ensuring the safety of the workplace and the wellbeing of their staff. This unit applies to managers working in a range of contexts. It takes a systems approach and ensures compliance with relevant legislative requirements. All those who have, or are likely to have, a management responsibility for OHS should undertake this unit. It is relevant for those with managerial responsibilities, either as an owner or employee-manager of a business.)

1. Establish and maintain an OHS system
2. Establish and maintain participative arrangements for the management of OHS
3. Establish and maintain procedures for identifying hazards, and assessing and controlling risks
4. Establish and maintain a quality OHS management system

Project management

- **BSBPMG510A – Manage projects (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage a straightforward project or a section of a larger project. This unit addresses the management of projects including the development of a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learnt for application to future projects. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. The unit focuses on the application of project management skills and the requirement to meet time lines, quality standards, budgetary limits and other requirements set for the project. The unit does not apply to specialist project managers. For specialist project managers, the units of competency in the Project Management competency field will be applicable.)

1. Define project
2. Develop project plan
3. Administer and monitor project
4. Finalise project
5. Review project

Risk management

- **BSBR501A - Manage risk (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage risks in a range of contexts across the organisation or for a specific business unit or area. The unit has been designed to be consistent with AS/NZS 4360:2004 Risk management. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit addresses the management of the risk across the organisation or within a business unit or area. It does not assume any given industry setting. This unit applies to individuals who are working in positions of authority and are approved to implement change across the organisation, business unit, program or project area. They may or may not have responsibility for directly supervising others.)

1. Establish risk context
2. Identify risks
3. Analyse risks
4. Select and implement treatments

Workplace effectiveness

- **BSBW501B - Manage personal work priorities and professional development (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage own performance and professional development. Particular emphasis is on setting and meeting priorities, analysing information and using a range of strategies to develop further competence. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to managers and focuses on the need for managers to be organised, focussed and skilled, in order to effectively manage the work of others. As such it is an important unit for most managers, particularly as managers serve as role models and have a significant influence on the work culture and patterns of behaviour. This unit contains employability skills.)

1. Establish personal work goals
2. Set and meet own work priorities
3. Develop and maintain professional competence

- **BSBW502B - Ensure team effectiveness (60 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to facilitate all aspects of teamwork within the organisation. It involves taking a leadership role in the development of team plans, leading and facilitating teamwork and actively engaging with the management of the organisation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to managers and addresses the need for managers to facilitate work teams and to build a positive culture within work teams. The unit takes a systematic and planned approach to developing teams. It includes the soft skills as well as more structured approaches to the management of teams. At this level, work will normally be carried out within complex and diverse methods and procedures which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies. This unit contains employability skills.)

1. Establish team performance plan
2. Develop and facilitate team cohesion
3. Facilitate teamwork
4. Liaise with stakeholders

Group B units

Compliance

- **BSBCOM503B - Develop processes for the management of breaches in compliance requirements (30 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to develop and monitor the processes for managing identified breaches in the fulfilment of compliance requirements within an organisation. This unit has been designed to be consistent with AS 3806:2006 Compliance programs. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals working as a chief executive or manager in a small organisation (where it would be part of their broad role), or as a compliance officer or senior manager within a larger organisation with responsibility for identifying, classifying, investigating, rectifying and reporting breaches in compliance requirements. Application of this unit must be consistent with the pertinent sections of relevant Australian and international standards and legislative requirements including: AS 3806:2006 Compliance programs, AS ISO 10002:2006 Customer satisfaction - Guidelines for complaints handling in organizations, AS/NZS 4360:2004 Risk management and AS ISO 15489:2004 Records management)

1. Develop procedures for responding to breaches in internal and external compliance requirements
2. Monitor adherence to compliance requirements
3. Manage the identification and rectification of breaches in compliance
4. Liaise with relevant personnel and organisations during breach management
5. Evaluate the response to and rectification of, breaches in compliance
6. Document and disseminate the breach management activities and outcomes

Franchising

- **BSBFRA502B - Manage a franchise operation (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to manage a franchise operation. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to franchisors managing an existing franchise operation to support franchisees and meet franchisor obligations under the particular franchising agreement entered into with those franchisees. This unit contains employability skills.)

1. Establish procedures for managing a franchise operation
2. Implement procedures for managing a franchise operation
3. Review a franchise operation

Human resource management

- **BSBHRM402A - Recruit, select and induct staff (50 nominal hours)**

(This unit describes the performance outcomes, skills and knowledge required to execute tasks associated with the recruitment cycle. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a role in recruitment, selection and induction functions who work under the direction of a human resources manager. It is not assumed that the individuals addressed by this unit have staff who report to them, although this may be the case. Performance of the work described in this unit will be underpinned by in depth knowledge of the work of the organisation, and how recruitment and selection practices fit with other human resource functions.)

1. Determine job descriptions
2. Plan for selection
3. Assess and select applicants
4. Appoint and induct successful candidate

- **BSBHRM503A - Manage performance management systems (60 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to design, implement and oversee performance management systems. It includes ongoing performance feedback strategies as well as formal performance feedback meetings. Specific intervention associated with underperformance and/or misconduct is also included. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a well established, sound theoretical knowledge base in human resources management and performance management who are proficient in using a range of specialised technical and managerial techniques to plan, carry out and evaluate their own work and/or the work of a team. They may or may not have staff who report to them but they are authorised to ensure the establishment of an effective performance management system for the organisation.)
 1. Develop performance management systems
 2. Implement performance management systems
 3. Coordinate formal feedback processes
 4. Coordinate individual/group learning development plans

- **BSBHRM504A - Manage workforce planning (60 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to plan workforce strategies to achieve organisational goals and objectives. It includes aligning workforce objectives with business plans, analysing labour market trends and predictions, and designing strategies and succession plans to ensure a competent and appropriately diverse workforce is available to meet anticipated changes. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to human resources managers or staff who take a role in a policy or planning unit with a focus on workforce planning. Typically this work would occur in larger organisations where supply of skilled labour needs special attention. The unit covers the research associated with labour markets and the requirement to match organisational needs with employee skill and commitment.)
 1. Assess supply and demand
 2. Develop workforce objectives and strategies
 3. Implement initiatives to support workforce planning objectives
 4. Monitor and evaluate workforce trends

Intellectual property

- **BSBIPR501A - Manage intellectual property to protect and grow business (60 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to protect, secure and effectively use intangible assets of value to an organisation. It focuses on establishing and maintaining systems to protect and exploit an organisation's intellectual property to ensure business growth. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit applies to managers or coordinators who take an active role in recognising, securing and commercialising intangible assets which contribute to the organisation's profitability, productivity, product or service delivery, and market leadership. These managers and coordinators may work in a range of industry or other contexts and may have responsibility for managing people, systems or processes. This unit contains employability skills.)
 1. Identify the organisation's intellectual property assets and rights
 2. Create a strategy to manage the organisation's intellectual property
 3. Monitor and maintain organisational strategies for the protection and use of intellectual property
 4. Manage the commercialisation of the organisation's intellectual property to ensure business growth

Sustainability

- **BSBSUS501A - Develop workplace policy and procedures for sustainability (50 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to develop and implement a workplace sustainability policy, including the modification of the policy to suit changed circumstances. This unit requires the ability to access industry information, applicable legislative and occupational health and safety (OHS) guidelines. While no licensing, legislative, regulatory or certification requirements apply holistically to this unit at the time of publication, relevant national, state and territory legislation, regulations and codes of practice impact upon this unit. This unit contains employability skills. This unit addresses the knowledge, processes and techniques necessary to develop approaches to sustainability within workplaces, including the development and implementation of policy. This unit applies to people with managerial responsibility who undertake work developing approaches to create strategies within workplaces, including the development and implementation of policy and includes: communicating with relevant stakeholders; developing and monitoring policies; reviewing and improving policies. A person who demonstrates competence in this unit must be able to provide evidence of the ability to develop and implement integrated sustainability policies and procedures within an enterprise. The review of the policy after implementation will also need to be evidenced. The context of the unit applies to all sectors of the business industry; it may be applied to all sections of an organisation, including the office, the factory floor, or work area. With such a broad application, the unit will need to be contextualised as it is applied across an organisation and across different industry sectors.)
 1. Develop workplace sustainability policy
 2. Communicate workplace sustainability policy
 3. Implement workplace sustainability policy
 4. Review workplace sustainability policy implementation

Workplace relations

- **BSBWRK509A - Manage industrial relations (80 nominal hours)**
(This unit describes the performance outcomes, skills and knowledge required to manage industrial relations matters within an organisation, with day to day involvement. It includes strategic planning and policy development for industrial relations as well as negotiation, conflict management and dispute resolution. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement. This unit contains employability skills. This unit applies to individuals with a well established, sound theoretical knowledge base in human resources management and industrial relations who are proficient in using a range of specialised technical and managerial techniques to plan, carry out and evaluate their own work and/or the work of a team. They may or may not have responsibility for supervising the work of others but are authorised to oversee industrial relations in the organisation. However they will have knowledge of current industrial relations trends and legislation. The unit addresses staff who have responsibility for working across the organisation to ensure that there is a policy infrastructure which ensures legislative compliance and clarifies issues. It also addresses the requirement for responding to industrial conflict and grievances.)
 1. Develop industrial relations strategies/policies
 2. Implement industrial relations strategies/policies and plans
 3. Manage negotiations, conflict and disputes

Selecting elective units for different outcomes

The context for this qualification varies and this must guide the selection of elective units. An example of appropriate elective units for particular outcomes follows:

Manager, Information Services

- 5 core units plus
- 3 elective units selected from:
 - BSBCOM503B - Develop processes for the management of breaches in compliance requirements
 - BSBINM501A - Manage an information or knowledge management system
 - BSBMGT516B - Facilitate continuous improvement
 - BSBRSK501A - Manage risk
 - PSPSEC601A - Define information systems framework

Store Manager

- 5 core units plus
- 3 elective units selected from:
 - BSBCUS501A - Manage quality customer service
 - BSBHRM402A - Recruit, select and induct staff
 - BSBMGT516B - Facilitate continuous improvement
 - BSBOHS509A - Ensure a safe workplace
 - WRR01B - Manage merchandise and store presentation