Qualification Outline

Diploma of Management

BSB51107

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INTRODUCTION

KneeDeep provides nationally accredited training and development for people who want to improve their management skills.

PARTICIPANT PROFILE

This qualification 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 to the specific work requirements with their managerial approaches.

The BSB51107 Diploma of Management requires a sound theoretical knowledge base and managerial competencies to plan, carry out and evaluate own work and/or the work of a team.

The target group of Learners for the Diploma of Management are those already working in, or about to move management/leadership role.

ENTRY REQUIREMENTS

There are no entry requirements for this qualification.

PATHWAYS

Preferred pathways for candidates considering this qualification include:

> BSB40812   Certificate IV in Frontline Management or other relevant qualification/s
>
> **OR**
>
> With vocational experience but without formal supervision or management qualification.

Learners completing this qualification may consider undertaking the BSB51413 Diploma of Project Management, BSB50207 Diploma of Business or BSB60407 Advanced Diploma of Management.

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THE QUALIFICATION

Candidates must complete 8 units of competency to achieve the qualification.

BSBWOR501B	Manage personal work priorities and professional development
BSBMGT515A	Manage operational plan
BSBWOR502B	Ensure team effectiveness
BSBCUS501C	Manage quality customer service
BSBWHS501A	Ensure a safe workplace
BSBMGT516C	Facilitate continuous improvement
BSBINN502A	Build and sustain an innovative work environment
BSBPMG522A	Manage projects

ORGANISATION

The 8 units of competency in the qualification have been assessed as having a combined total of 478 nominal hours, these have been organised into an off-the-job training program comprising both;

- **Online training** of content and concepts, and

- **Self-paced online assignments** which require students to practice, model and demonstrate that they have integrated the behaviours and competencies learnt. While the time required to undertake the homework fully will vary between students, skills are expected to be practiced and honed on a daily basis, and students should expect to spend at least a month completing each unit.

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Employability Skills Summary

Qualification Code and Title

The following table contains a summary of the Employability Skills required by industry for this qualification. The Employability Skills facets described here are broad industry requirements that may vary depending on qualification packaging options.

Employability Skill	Industry/enterprise requirements for this qualification include:
Communication	• Communicating with business contacts to promote the goals and objectives of the business. • 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.
Problem-solving	• Accessing and assessing information for accuracy and relevance. • Developing strategies for minimising risks.
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.

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Standard of Performance Required in the Workplace for Each Unit of Competency

BSBWOR501B:	MANAGE PERSONAL WORK PRIORITIES AND PROFESSIONAL DEVELOPMENT

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.

ELEMENT	PERFORMANCE CRITERIA
1. Establish personal work goals	1.1 Serve as a positive role model in the workplace through personal work planning and organisation.
	1.2 Ensure personal work goals, plans and activities reflect the organisation's plans, and own responsibilities and accountabilities.
	1.3 Measure and maintain personal performance in varying work conditions, work contexts and contingencies.
2. Set and meet own work priorities	2.1 Take initiative to prioritise and facilitate competing demands to achieve personal, team and organisational goals and objectives.
	2.2 Use technology efficiently and effectively to manage work priorities and commitments.
	2.3 Maintain appropriate work-life balance, and ensure stress is effectively managed and health is attended to.
3. Develop and maintain professional competence	3.1 Assess personal knowledge and skills against competency standards to determine development needs, priorities and plans.
	3.2 Seek feedback from employees, clients and colleagues and use this feedback to identify and develop ways to improve competence.
	3.3 Identify, evaluate, select and use development opportunities suitable to personal learning style/s to develop competence.
	3.4 Undertake participation in networks to enhance personal knowledge, skills and work relationships.
	3.5 Identify and develop new skills to achieve and maintain a competitive edge.

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BSBMGT515A : MANAGE OPERATIONAL PLAN

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.

ELEMENT	PERFORMANCE CRITERIA
1. Develop operational plan	1.1 Research, analyse and document resource requirements and develop an operational plan in consultation with relevant personnel, colleagues and specialist resource managers.
	1.2 Develop and/or implement consultation processes as an integral part of the operational planning process.
	1.3 Ensure details of the operational plan include the development of key performance indicators to measure organisational performance.
	1.4 Develop and implement contingency plans at appropriate stages of operational planning.
	1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required.
	1.6 Obtain approval for plan from relevant parties and ensure understanding among work teams involved.
2. Plan and manage resource acquisition	2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies and practices.
	2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures.
3. Monitor and review operational performance	3.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets.
	3.2 Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance.
	3.3 Identify areas of under performance, recommend solutions, and take prompt action to rectify the situation.
	3.4 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources.
	3.5 Negotiate recommendations for variations to operational plans and gain approval from designated persons/groups.
	3.6 Develop and implement systems to ensure that procedures and records associated with documenting performance are managed in accordance with organisational requirements.

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BSBWOR502B : ENSURE TEAM EFFECTIVENESS

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.

ELEMENT	PERFORMANCE CRITERIA
1. Establish team performance plan	1.1 Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives. 1.2 Develop performance plans to establish expected outcomes, outputs, key performance indicators and goals for work team. 1.3 Support team members in meeting expected performance outcomes.
2. Develop and facilitate team cohesion	2.1 Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team. 2.2 Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities. 2.3 Provide feedback to team members to encourage, value and reward individual and team efforts and contributions. 2.4 Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed.
3. Facilitate teamwork	3.1 Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes. 3.2 Support the team in identifying and resolving work performance problems. 3.3 Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders.
4. Liaise with stakeholders	4.1 Establish and maintain open communication processes with all stakeholders. 4.2 Communicate information from line manager/management to the team. 4.3 Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders. 4.4 Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders.

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BSBCUS501C : MANAGE QUALITY CUSTOMER SERVICE

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.

Operators 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.

ELEMENT	PERFORMANCE CRITERIA
1. Plan to meet internal and external customer requirements	1.1 Investigate, identify, assess, and include the needs of customers in planning processes. 1.2 Ensure plans achieve the quality, time and cost specifications agreed with customers.
2. Ensure delivery of quality products and services	2.1 Deliver products and services to customer specifications within organisation's business plan. 2.2 Monitor team performance to consistently meet the organisation's quality and delivery standards. 2.3 Assist colleagues to overcome difficulty in meeting customer service standards.
3. Monitor, adjust and review customer service	3.1 Develop and use strategies to monitor progress in achieving product and/or service targets and standards. 3.2 Develop and use strategies to obtain customer feedback to improve the provision of products and services. 3.3 Develop, procure and use resources effectively to provide quality products and services to customers. 3.4 Make decisions to overcome problems and to adapt customer services, products and service delivery in consultation with appropriate individuals and groups. 3.5 Manage records, reports and recommendations within the organisation's systems and processes.

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BSBWHS501A : ENSURE A SAFE WORKPLACE	
ELEMENT	**PERFORMANCE CRITERIA**
1. Establish and maintain a WHS management system	1.1 Locate, adapt, adopt and communicate WHS policies that clearly define the organisation's commitment to complying with WHS legislation 1.2 Identify duty holders and define WHS responsibilities for all workplace personnel according to WHS legislation, policies, procedures and programs 1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS)
2. Establish and maintain effective and compliant participation arrangements for managing WHS	2.1 Work with workers and their representatives to set up and maintain participation arrangements according to relevant WHS legislation 2.2 Appropriately resolve issues raised through participation and consultation arrangements according to relevant WHS legislation 2.3 Promptly provide information about the outcomes of participation and consultation to workers and ensure it is easy for them to access and understand
3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks	3.1 Develop procedures for ongoing hazard identification, and assessment and control of associated risks 3.2 Include hazard identification at the planning, design and evaluation stages of any change in the workplace to ensure that new hazards are not created by the proposed changes and existing hazards are controlled 3.3 Develop and maintain procedures for selecting and implementing risk controls according to the hierarchy of control and WHS legislative requirements 3.4 Identify inadequacies in existing risk controls according to the hierarchy of control and WHS legislative requirements, and promptly provide resources to enable implementation of new measures 3.5 Identify requirements for expert WHS advice, and request this advice as required
4. Evaluate and maintain a WHS management system	4.1 Develop and provide a WHS induction and training program for all workers as part of the organisation's training program 4.2 Use a system for WHS recordkeeping to allow identification of patterns of occupational injury and disease in the organisation, and to maintain a record of WHS decisions made, including reasons for the decision 4.3 Measure and evaluate the WHSMS in line with the organisation's quality systems framework 4.4 Develop and implement improvements to the WHSMS to achieve organisational WHS objectives 4.5 Ensure compliance with the WHS legislative framework so that, as a minimum, WHS legal requirements are achieved

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BSBMGT516C : FACILITATE CONTINUOUS IMPROVEMENT

This unit applies to managers who take an active role in managing a continuous improvement process in order to achieve an organisation's objectives. Where managers are closely associated with the creation and delivery of products and services, they play an important part in influencing the ongoing development of the organisation.

At this level, work will normally be carried out using 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.

ELEMENT	PERFORMANCE CRITERIA
1. Lead continuous improvement systems and processes	1.1 Develop **strategies** to ensure that team members are actively encouraged and supported to participate in decision-making processes, assume responsibility and exercise initiative as appropriate.
	1.2 Establish **systems** to ensure that the organisation's **continuous improvement processes** are communicated to **stakeholders.**
	1.3 Ensure that change and improvement processes meet **sustainability requirements.**
	1.4 Develop effective mentoring and coaching processes to ensure that individuals and teams are able to implement and support the organisation's continuous improvement processes.
	1.5 Ensure that insights and experiences from business activities are captured and accessible through **knowledge management systems.**
2. Monitor and adjust performance strategies	2.1 Develop strategies to ensure that systems and processes are used to monitor **operational progress** and to identify ways in which planning and operations could be improved.
	2.2 Adjust and communicate strategies to stakeholders according to organisational procedures.
3. Manage opportunities for further improvement	3.1 Establish processes to ensure that team members are informed of outcomes of continuous improvement efforts.
	3.2 Ensure processes include **recording of work team performance** to assist in identifying further opportunities for improvement.
	3.3 Consider areas identified for further improvement when undertaking future planning.

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BSBINN502A : BUILD AND SUSTAIN AN INNOVATIVE WORK ENVIRONMENT

This unit describes the performance outcomes, skills and knowledge required to create an environment that enables and supports the application of innovative practice.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

ELEMENT	PERFORMANCE CRITERIA
1. Lead innovation by example	1.1. Make innovation an integral part of leadership and management activities
	1.2. Demonstrate positive reception of ideas from others and provide constructive advice
	1.3. Establish and maintain relationships based on mutual respect and trust
	1.4. Take considered risks to open up opportunities for innovation
	1.5. Regularly evaluate own approaches for consistency with the wider organisational or project context
2. Establish work practices that support innovation	2.1. Consult on and establish working conditions that reflect and encourage innovative practice
	2.2. Introduce and maintain workplace procedures that foster innovation and allow for rigorous evaluation of innovative ideas
	2.3. Facilitate and participate in collaborative work arrangements to foster innovation
	2.4. Build and lead teams to work in ways that maximise opportunities for innovation
3. Promote innovation	3.1. Acknowledge suggestions, improvements and innovations from all colleagues
	3.2. Find appropriate ways of celebrating and promoting innovation
	3.3. Promote and reinforce the value of innovation according to the vision and objectives of the organisation or project
	3.4. Promote and support the evaluation of innovative ideas within the wider organisational or project context
4. Create a physical environment which supports innovation	4.1. Evaluate the impact of the physical environment in relation to innovation
	4.2. Collaborate with colleagues about ideas for enhancing the physical work environment before taking action
	4.3. Consider potential for supporting innovation when selecting physical resources and equipment
	4.4. Design, fit-out and decorate workspaces to encourage creative mindsets, collaborative working and the development of positive workplace relationships

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BSBPMG522A : UNDERTAKE PROJECT WORK	
ELEMENT	**PERFORMANCE CRITERIA**
1. Define project	1.1. Access project scope and other relevant documentation 1.2. Define project stakeholders 1.3. Seek clarification from delegating authority of issues related to project and project parameters 1.4. Identify limits of own responsibility and reporting requirements 1.5. Clarify relationship of project to other projects and to the organisation's objectives 1.6. Determine and access available resources to undertake project
2. Develop project plan	2.1. Develop project plan in line with the project parameters 2.2. Identify and access appropriate project-management tools 2.3. Formulate risk-management plan for project, including work health and safety (WHS) 2.4. Develop and approve project budget 2.5. Consult team members and take their views into account in planning the project 2.6. Finalise project plan and gain necessary approvals to commence project according to documented plan
3. Administer and monitor project	3.1. Take action to ensure project team members are clear about their responsibilities and the project requirements 3.2. Provide support for project team members, especially with regard to specific needs, to ensure that the quality of the expected outcomes of the project and documented time lines are met 3.3. Establish and maintain required record-keeping systems throughout the project 3.4. Implement and monitor plans for managing project finances, resources and quality 3.5. Complete and forward project reports as required to stakeholders 3.6. Undertake risk management as required to ensure project outcomes are met 3.7. Achieve project deliverables
4. Finalise project	4.1. Complete financial record keeping associated with project and check for accuracy 4.2. Ensure transition of staff involved in project to new roles or reassignment to previous roles 4.3. Complete project documentation and obtain necessary sign-offs for concluding project
5. Review project	5.1. Review project outcomes and processes against the project scope and plan 5.2. Involve team members in the project review 5.3. Document lessons learned from the project and report within the organisation