

Diploma of Management

(BSB51107) COURSE GUIDE

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WELCOME MESSAGE

Welcome to the HR Coach Academy!

Congratulations on taking the first step towards further study for either yourself or your staff. Building knowledge and skills will ultimately lead to greater job satisfaction and productivity, new or improved processes, recognition via a formal qualification, and overall business improvement.

This course guide will provide you with all the information you need to make an informed decision on choosing HR Coach Academy as your training partner.

The course you are considering will prove an investment for both the participant and workplace. The course structure and materials have been carefully designed to ensure that participants gain maximum benefit from learning. Participants will also have tools that can be applied directly in the workplace.

Workplace based programs are unique in that instead of the classroom being the main place for learning, the workplace becomes the place of learning. To gain the most out of this experience, the participant should involve their employer or manager in the learning process. Participants are encouraged to share with them the new skills gained during the course and how participants will incorporate these skills into their job.

We trust that you will enjoy your learning experience. We look forward to sharing the journey with you.

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HR COACH ACADEMY

The HR Coach Academy is a Registered Training Organisation (RTO) offering high quality, nationally recognised training programs. All of our exclusive course content has been carefully designed to provide businesses and individuals with leading edge content, flexible delivery and expert Trainer support. Our RTO provider number is 32099.

As an RTO, our qualifications are highly valued and recognised by employers Australia-wide. All of our course content has been developed to comply with the Australian Quality Training Framework (AQTF). The AQTF is the national set of standards which assures nationally consistent, high quality training and assessment services for Registered Training Organisations.

HR Coach Academy has developed our course content based on over 10 years research into the needs of the business sector. We understand the needs of business and the people that work within the business. We have stripped away all of the waste that is normally associated with training programs to develop smart content that is easy to apply in business. The outcome of this is nationally recognised courses designed to provide tangible results for both the participant and the business. Some of the benefits include:

For the Business	For the Participant
<ul style="list-style-type: none"> Valuable workplace improvements Return on training investment Competitive advantage Employee retention and job satisfaction On the job learning with no downtime 	<ul style="list-style-type: none"> Increased skills and knowledge Nationally recognised qualification Flexible, self paced delivery Professional development Expert trainer support and guidance

Why is this qualification relevant to me and my business?

At the core of managing business is a need to understand the overarching principles of Human Resource planning and strategy. As part of your course, you will gain an in-depth understanding of the National Human Resources Framework (HRF101:2010). Our course content has been designed to provide managers the practical skills and knowledge necessary to manage people on the job, whilst understanding the link of people, performance and business profit.

At Diploma level, participants will gain a sound theoretical knowledge base and managerial competencies to plan, carry out and evaluate own work and/or the work of a team. For participants that have completed a Certificate IV qualification, the Diploma of Management will allow you to continue build on your skills and knowledge to ensure your ongoing professional development.

LEARNING STAKEHOLDERS

There are three key stakeholders in a workplace based program, the learner, the employer and the RTO. Each has a role to play and responsibilities and these are listed below.

The Learner	The Employer	HR Coach Academy
<ul style="list-style-type: none"> • making a commitment to the training plan • having regular progress meetings with the RTO and manager • completing the learning and assessment activities at agreed intervals • managing their time more effectively and efficiently 	<ul style="list-style-type: none"> • providing input to training plans • making a commitment to the training plan • pairing up the learner with a mentor • providing opportunities for learners to be withdrawn from routine work for the purpose of developing competence in other ways • providing extra time or opportunities for learning • providing opportunities for 3rd party verifications • Ensuring that the learner has access to workplace services such as counselling, if these are in place. 	<ul style="list-style-type: none"> • Learners are regularly monitored by RTO staff • support services are identified, provided and monitored by the RTO within the workplace • providing 24/7 telephone and email access for students • providing tutorials on an as needed basis for additional training and assessment support • conducting assessments • gathering evidence of on-the-job performance for assessment purposes • completing documentation; for example, signing off on competence or verifying logbook entries to the satisfaction of the licensing authority (if applicable)

WHAT MAKES HR COACH ACADEMY DIFFERENT?

WE UNDERSTAND THE NEEDS OF BUSINESS

Our leading edge course content is carefully developed to meet those needs, and deliver the required skills outcomes. Course content has been approved by the HR Coach Research Institute, ensuring that it is 100% in line with the needs of Australian business. The HR Coach Research Institute is an innovation think tank dedicated to researching and understanding Human Resources and business trends that impact on the agility of human resource practice for the sustainability of strategy and its implementation.

TRAINING DESIGNED TO DELIVER IMMEDIATE RETURN ON INVESTMENT

We have stripped away all of the waste that is normally associated with training programs to ensure that training is relevant, practical, and offers an immediate return on investment. By delivering the most relevant skills, you and your business will save time (and money!), which in turn will ensure improved business performance and productivity.

CUTTING EDGE COURSE CONTENT

Our course content, including the National Human Resources Framework (HRF101:2010), is based on up to date research and management methodologies.

TRAINING LED BUSINESS IMPROVEMENT

Ultimately, what will this training mean for your business? You will want to see a return on investment, whether you are considering training for yourself, or your staff.

SAVE TIME

- Flexible, self-paced delivery allows qualification to be completed quickly, without compromise to quality of the learning.
- Learning is practical and can be incorporated into work so there is little or no down time.

SAVE MONEY

- See a return on investment immediately. Learning is applied on the job for instant business process improvements.
- Improved processes = improved productivity = money saved!

IMPROVE THE CAPABILITY OF YOUR BUSINESS

Ensure your employees have the knowledge, skills and tools to manage the top business issues:

- Customer Service
- Operations
- Health and Safety
- Sustainability and Improvement

DEVELOP INTERNAL ABILITY AND REWARD STAFF

- Recognise the hard work of your staff with a formal qualification.
- Create greater job satisfaction and confidence.
- Formalise development and career pathways.

PROGRAM OVERVIEW AND COMPETENCIES ACHIEVED

The Diploma of Management is a qualification that is in high demand from both employers and employees. 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 of the specific work requirements with their managerial approaches.

COURSE CONTENT

Units of Competency		
Management	BSBMGT515A	Manage operational plan
	BSBMGT502B	Manage people performance
	BSBMGT516B	Facilitate continuous improvement
Customer Service	BSBCUS501B	Manage quality customer service
Workplace Effectiveness	BSBWOR502A	Ensure team effectiveness
Workplace Relations	BSBWRK509A	Manage Industrial relations
Learning and Development	BSBLED501A	Develop a workplace learning environment
Occupational Health & Safety	BSBOHS509A	Ensure a safe workplace

COURSE DURATION

The learning scheduled is self directed so that participants are in control of their learning and development timeframes. It generally takes approximately 9 months to complete the assessments required for this qualification. This will include a minimum of 3-5 hours of self directed study and assessment preparation per week. Participants may be able to complete the qualification in a shorter timeframe. Please speak to one of our Course Advisers for more information.

PREREQUISITES

There are no entry requirements for this course. Participants will generally have a Certificate IV level qualification or work experience without a formal qualification.

RECOGNITION OF PRIOR LEARNING (RPL)

HR Coach Academy does have an RPL process. Contact our Student Support Team to discuss your individual needs.

EMPLOYABILITY SKILLS

The following table contains a summary of the employability skills for this qualification. This table 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.

Employability Skill	Industry/enterprise requirements for this qualification include
Communication	<ul style="list-style-type: none"> communicating with business contacts to promote the goals and objectives of the business obtaining feedback from colleagues and clients
Teamwork	<ul style="list-style-type: none"> leading, planning and supervising the performance of team members to develop team cohesion and to foster innovative work practices
Problem solving	<ul style="list-style-type: none"> accessing and assessing information for accuracy and relevance developing strategies for minimising risks
Initiative and enterprise	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> allocating work to meet time and budget constraints developing plans and schedules
Self management	<ul style="list-style-type: none"> prioritising tasks
Learning	<ul style="list-style-type: none"> participating in professional networks and associations to obtain and maintain personal knowledge and skills systematically identifying learning and development needs
Technology	<ul style="list-style-type: none"> using business technology to access, organise and monitor information

PROGRAM STRUCTURE AND DELIVERY

Our courses have been designed to provide maximum benefit for both the participant and the business. With a self paced delivery style, you are in control of your learning. You never have to worry about the program going too slow or fast and you can easily incorporate your study into your current work schedule. In fact, we encourage you to apply your study to the workplace by providing on the job learning experiences. This provides a higher level of engagement for the participant and your manager/ employer. It also means that you receive the full benefit of your training investment because the skills and knowledge developed in the course are applied immediately in the workplace.

Eight units of competency are completed, in areas such as management, workplace relations, workplace effectiveness, occupational health and safety, and customer service. See competency areas listed on page 5.

This course has been designed in a flexible delivery format. Based on the principles of "learning by doing", this course encourages participants to apply their skills and knowledge in the workplace to demonstrate competency. This provides the participant with a robust learning experience and the workplace with immediate return on the training investment.

RESOURCES, SUPPORT AND ASSESSMENT

Participants are fully supported in their learning by comprehensive training materials, expert trainer assistance and exclusive tools and resources.

LEARNING MATERIALS

Participants receive robust learning materials including course text and online learning support.

EFFECTIVE LEARNING

Our programs are designed to include workplace learning activities. Participants will have a number of assessment tasks to complete. Ideally, assessments will include information from the participant's workplace, including how the skills and knowledge gained in the course have been applied in the workplace.

We encourage participants to work with their manager and co-workers to gain maximum benefit from their learning. This approach offers the opportunity for skills transfer beyond the individual participant, so other team members may also benefit.

MANAGING YOUR TIME & RETURN ON INVESTMENT

On commencement of the course participants are provided with a training plan including estimated time frames for course completion. It is important that participants manage time effectively. This may include speaking with their employer or manager about how to integrate learning into work.

STUDENT SUPPORT SESSIONS

The Student Support Team will be in regular contact with participants. Participants and employers may also contact the Student Support Team via email or telephone.

For the first six weeks following the commencement of study, the Student Support Team will telephone the participant each fortnight to gauge progress, help plan time and ensure participants progress as per their training plan.

At the six week mark we will conduct a more detailed review of progress and plan how the support sessions will be scheduled from then onwards. A report from this session will be provided to the participant by email, and a copy will also be provided to the participant's manager if the program is being sponsored or paid for by your employer.

EVIDENCE AND ASSESSMENT

Completing the assessment tasks will produce documents which must be submitted for assessment.

ENGAGING OTHERS IN ASSESSMENTS

A number of assessment tasks will require input from the participant's manager or others in the organisation to provide information. Generally the more the participant can engage others in their learning experience, the greater the benefits for the participant, co-workers in the business, and the business itself.

COURSE FEES

Your investment in the Diploma of Management course is \$3,500.00 which includes all learning materials. Please note, as this is an accredited course no GST is payable.

Government funding of up to \$4,000.00 may also be available to cover the cost of training. This funding may be used to cover the direct cost of the course as well as costs associated with on the job learning.

Please speak to one of our Course Advisers for more information on payment options and eligibility for Government funding via the Traineeship scheme.

ENROLMENT

Participants may enrol at any time, and since learning is self-paced, training may be commenced when it is convenient for the participant and the workplace.

Please contact one of our Course Advisers for an enrolment form.

WHAT NEXT?

To obtain an enrolment form, or for further information, please call **1300 550 674** or email academy@hrcoach.com.au and a HR Coach Academy Course Advisor will be happy to assist.

DETAILED COMPETENCY INFORMATION

The information below provides more detail on the elements and performance criteria for each unit of competency in the Diploma of Management program. Addition information on units of competency can be found at www.ntis.gov.au .

BSBMGT515A MANAGE OPERATIONAL PLAN

Element	Performance Criteria
Develop operational plan	Research, analyse and document resource requirements and develop an operational plan in consultation with relevant personnel, colleagues and specialist resource managers
	Develop and/or implement consultation processes as an integral part of the operational planning process
	Ensure details of the operational plan include the development of key performance indicators to measure organisational performance
	Develop and implement contingency plans at appropriate stages of operational planning
	Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required
	Obtain approval for plan from relevant parties and ensure understanding among work teams involved
Plan and manage resource acquisition	Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies and practices
	Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the organisation's policies, practices and procedures
Monitor and review operational performance	Develop, monitor and review performance systems and processes to assess progress in achieving profit and productivity plans and targets
	Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance
	Identify areas of under performance, recommend solutions, and take prompt action to rectify the situation

BSBWOR502A ENSURE TEAM EFFECTIVENESS

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

BSBWRK509A MANAGE INDUSTRIAL RELATIONS

Element	Performance Criteria
Develop industrial relations strategies/policies	Analyse strategic plans and operational plans to determine long-term industrial relations objectives
	Analyse existing industrial relations performance in relation to strategic industrial relations objectives
	Evaluate options in terms of cost benefit, risk analysis and current legislative requirements
	Establish industrial relations strategies/policies within the management team
	Identify the knowledge and skills needed by management and the workforce to effectively implement these strategies/policies
Implement industrial relations strategies/policies and plans	Develop an implementation plan and contingency plan for the industrial relations strategies/policies
	Make arrangements for training and development in accordance with identified needs, to support the industrial relations plan
	Undertake associated industrial relations activities to agree to changes required by policies or implementation plan
	Ensure procedures for addressing grievances and conflict are properly documented
	Communicate key issues about procedures for addressing grievances and conflict
Manage negotiations, conflict and disputes	Train individuals in conflict management techniques/ procedures
	Identify and where possible alleviate or eliminate, sources of conflict or grievance in accordance with legal requirements
	Check documentation and other information sources to clarify issues in dispute
	Obtain expert or specialist advice and/or refer to precedents, if required
	Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes
	Advocate the organisation's position in negotiation to obtain agreement
	Document and if necessary, certify the agreed outcomes with the relevant jurisdiction
	Implement agreements
	Take remedial action where groups or individuals fail to abide by agreements

BSBLED501A DEVELOP A WORKPLACE LEARNING ENVIRONMENT

Element	Performance Criteria
Create learning opportunities	Identify potential formal and informal learning opportunities
	Identify learning needs of individuals in relation to the needs of the team and/or enterprise, and available learning opportunities
	Develop and implement learning plans as an integral part of individual and team performance plans
	Develop strategies to ensure that learning plans reflect the diversity of needs
	Ensure organisational procedures maximise individual and team access to, and participation in, learning opportunities
	Ensure effective liaison occurs with training and development specialists and contributes to learning opportunities which enhance individual, team and organisational performance
Facilitate and promote learning	Develop strategies to ensure that workplace learning opportunities are used and that team members are encouraged to share their skills and knowledge to encourage a learning culture within the team
	Implement organisational procedures to ensure workplace learning opportunities contribute to the development of appropriate workplace knowledge, skills and attitudes
	Implement policies and procedures to encourage team members to assess their own competencies, and to identify their own learning and development needs
	Share the benefits of learning with others in the team and organisation
	Recognise workplace achievement by timely and appropriate recognition, feedback and rewards
Monitor and improve learning effectiveness	Use strategies to ensure that team and individual learning performance is monitored to determine the type and extent of any additional work-based support required, and any occupational health and safety (OHS) issues
	Use feedback from individuals and teams to identify and introduce improvements in future learning arrangements
	Make adjustments, negotiated with training and development specialists, for improvements to the efficiency and effectiveness of learning
	Use processes to ensure that records and reports of competency are documented and maintained within the organisation's systems and procedures to inform future planning

BSBOHS509A ENSURE A SAFE WORKPLACE

Element	Performance Criteria
Establish and maintain an OHS system	Locate and communicate OHS policies which clearly express the organisation's commitment to implement relevant OHS legislation in the enterprise
	Define OHS responsibilities for all workplace personnel in accordance with OHS policies, procedures and programs
	Identify and approve financial and human resources for the effective operation of the OHS system
Establish and maintain participative arrangements for the management of OHS	Establish and maintain participative arrangements with employees and their representatives in accordance with relevant OHS legislation
	Appropriately resolve issues raised through participative arrangements and consultation
	Promptly provide information about the outcomes of participation and consultation in a manner accessible to employees
Establish and maintain procedures for identifying hazards, and assessing and controlling risks	Develop procedures for ongoing hazard identification, and assessment and control of associated risks
	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
	Develop and maintain procedures for selection and implementation of risk control measures in accordance with the hierarchy of control
	Identify inadequacies in existing risk control measures in accordance with the hierarchy of control and promptly provide resources to enable implementation of new measures
	Identify intervention points for expert OHS advice
Establish and maintain a quality OHS management system	Develop and provide an OHS induction and training program for all employees as part of the organisation's training program
	Utilise system for OHS record keeping to allow identification of patterns of occupational injury and disease in the organisation
	Measure and evaluate the OHS system in line with the organisation's quality systems framework
	Develop and implement improvements to the OHS system to achieve organisational OHS objectives
	Ensure compliance with the OHS legislative framework so that legal OHS standards are maintained as a minimum

BSBMGT502B MANAGE PEOPLE PERFORMANCE

Element	Performance Criteria
Allocate work	Consult relevant groups and individuals on work to be allocated and resources available
	Develop work plans in accordance with operational plans
	Allocate work in a way that is efficient, cost effective and outcome focussed
	Confirm performance standards, Code of Conduct and work outputs with relevant teams and individuals
	Develop and agree performance indicators with relevant staff prior to commencement of work
	Conduct risk analysis in accordance with the organisational risk management plan and legal requirements
Assess performance	Design performance management and review processes to ensure consistency with organisational objectives and policies
	Train participants in the performance management and review process
	Conduct performance management in accordance with organisational protocols and time lines
	Monitor and evaluate performance on a continuous basis
Provide feedback	Provide informal feedback to staff on a regular basis
	Advise relevant people where there is poor performance and take necessary actions
	Provide on-the-job coaching when necessary to improve performance and to confirm excellence in performance
	Document performance in accordance with the organisational performance management system
	Conduct formal structured feedback sessions as necessary and in accordance with organisational policy
Manage follow up	Write and agree performance improvement and development plans in accordance with organisational policies
	Seek assistance from human resources specialists where appropriate
	Reinforce excellence in performance through recognition and continuous feedback
	Monitor and coach individuals with poor performance
	Provide support services where necessary
	Counsel individuals who continue to perform below expectations and implement the disciplinary process if necessary
	Terminate staff in accordance with legal and organisational requirements where serious misconduct occurs or ongoing poor-performance continues

BSBCUS501B MANAGE QUALITY CUSTOMER SERVICE

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

BSBMGT516B FACILITATE CONTINUOUS IMPROVEMENT

Element	Performance Criteria
Lead continuous improvement systems and processes	Develop strategies to ensure that team members are actively encouraged and supported to participate in decision making processes, and to assume responsibility and exercise initiative as appropriate
	Establish systems to ensure that the organisation's continuous improvement processes are communicated to all stakeholders
	Develop effective mentoring and coaching processes to ensure that individuals and teams are able to implement and support the organisation's continuous improvement processes
Monitor and adjust performance strategies	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
	Adjust and communicate strategies to all stakeholders according to organisational procedures
Manage opportunities for further improvement	Establish processes to ensure that team members are informed of outcomes of continuous improvement efforts
	Ensure processes include documentation of work team performance to aid the identification of further opportunities for improvement
	Consider areas identified for further improvement when undertaking future planning