

Diploma of Leadership and Management BSB51915

Unit Descriptions & Evidence Required
to Demonstrate Competency



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Course Description

This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements.

They plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

Job roles

Job roles and titles vary across different industry sectors. A possible job title relevant to this qualification is:

- Manager

Pathways Information

Pathways into the qualification

Preferred pathways for candidates considering this qualification include:

- BSB40812 Certificate IV in Frontline Management or other relevant qualification

OR

- with vocational experience but without formal supervision or management qualification.

Pathways from the qualification

- BSB60407 Advanced Diploma of Management or other Advanced Diploma qualifications.

Entry Requirements

There are no entry requirements for this qualification.

What you must do to complete the course

To be awarded BSB51115 Diploma of Management, competency must be achieved in 8 units as noted on the contents page.

BSBMGT517 (Core) Manage operational plan

Unit Descriptor

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 publication

Application of the Unit

This unit applies to individuals who manage the work of others and operate within the parameters of a broader strategic and/or business plan.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- develop and implement an operational plan using a variety of information sources and consultation (including using specialist advice if required) which includes:
 - resource requirements
 - key performance indicators
 - monitoring processes
 - contingency plans
- communicate effectively with relevant stakeholders to explain the plan and supporting information, seek approvals, negotiate variations and engage work teams
- develop and implement strategies to achieve the operational plan within the organisation's policies, practices and procedures including:
 - recruiting, inducting and developing personnel
 - acquiring physical resources and services
 - protecting intellectual property
 - making variations to the plan
 - monitoring and documenting performance
 - describe models and methods for operational plans
 - explain the role of an operational plan in achieving the organisation's objectives
 - explain budgeting processes
 - list alternative approaches to developing key performance indicators to meet business objectives

- outline the legislative and regulatory context relevant to the operational plan of the organisation
- outline the organisation's policies, practices and procedures that directly relate to the operational plan

BSBCUS501 (Elective) Manage quality customer service

Unit Descriptor

This unit describes the 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 or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit applies to individuals who supervise the provision of quality customer service within an organisation's procedures framework by others. At this level, individuals must exercise considerable discretion and judgement, using a range of problem solving and decision making strategies.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit.

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- develop and manage organisational systems for quality customer service
- develop and review plans, policies and procedures for delivering and monitoring quality customer service
- implement policies and procedures to ensure quality customer service
- solve complex customer complaints and system problems that lead to poor customer service
- monitor and assist teams to meet customer service requirements
- develop, procure and use human and physical resources to support quality customer service delivery
- outline the legislative and regulatory context of the organisation relevant to customer service
- describe organisational policy and procedures for customer service including handling customer complaints
- identify service standards and best practice models
- summarise public relations and product promotion
- outline techniques for dealing with customers including customers with specific needs

- explain techniques for solving complaints including the principles and techniques involved in the management and organisation of:
 - customer behaviour
 - customer needs research
 - customer relations
 - ongoing product and/or service quality
 - problem identification and resolution
 - quality customer service delivery
 - record keeping and management methods
 - strategies for monitoring, managing and introducing ways to improve customer service relationships
 - strategies to obtain customer feedback

BSBMGT516 (Elective) Facilitate continuous improvement

Unit Descriptor

This unit describes the 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 publication.

Application of the Unit

This unit applies to individuals who take an active role in managing a continuous improvement process in order to achieve an organisation's objectives.

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.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- facilitate effective contributions to and communications about continuous improvement processes and outcomes
- address sustainability requirements
- incorporate mentoring, coaching and other support to enable people to participate effectively in continuous improvement processes
- capture insights, experiences and ideas for improvements and incorporate them into the organisation's knowledge management systems and future planning
- explain how systems and procedures can support effective continuous improvement
- explain how continuous improvement systems and processes relate to other business systems and requirements including, knowledge management, quality, performance management and sustainability

BSBLDR502 (Core) Lead and manage effective workplace relationships

Unit Descriptor

This unit describes Management and Leadership – Leadership skills and the knowledge required to develop and manage effective workplace relationships.

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

Application of the Unit

It applies to individuals in leadership or management who have a prominent role in establishing and managing processes and procedures to support workplace relationships taking into account the organisation's values, goals and cultural diversity.

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.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- develop and/or implement processes to manage ideas and information including:
 - communicating information to support others to achieve work responsibilities
 - facilitating employees' contributions to consultation on work issues
 - providing feedback on the outcomes of consultations
 - resolution of issues raised or referral to relevant personnel
- establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to
- provide leadership through own behaviour including:
 - professional conduct that promotes trust with internal and external contacts
 - adjusting own interpersonal communication style to meet the organisation's cultural diversity and ethical environment
- plan for, and manage, the use of networks to support identifiable outcomes for the team and the organization

- develop and/or implement processes and systems to manage difficulties including:
 - identifying and resolving conflicts and other difficulties according to organisational policies and procedures
 - planning how to address difficulties
 - providing guidance, counselling and support to assist co-workers in resolving their work difficulties
- explain how systems, policies and procedures can support the development of effective work relationships focusing on interpersonal styles, communications, consultation, cultural and social sensitivity, networking and conflict resolution
- outline legislation relevant to managing effective workplace relationships

BSBWOR502 (Core) Lead and manage team effectiveness

Unit Descriptor

This unit describes the skills and knowledge required to lead teams in the workplace and to actively engage with the management of the organisation.

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

Application of the Unit

This unit applies to individuals working at a managerial level who facilitate work teams and build a positive culture within their work teams. At this level, work will normally be carried out using complex and diverse methods and procedures requiring the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit.

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- use leadership techniques and strategies to facilitate team cohesion and work outcomes including:
 - encouraging and fostering shared understanding of purpose, roles and responsibilities
 - identifying and resolving problems
 - providing feedback to encourage, value and reward others
 - modelling desired behaviour and practices
- develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities
- establish processes to address issues and resolve performance issues
- support team to meet expected performance outcomes including providing formal and informal learning opportunities as needed
- develop performance plans with key performance indicators (KPIs), outputs and goals for individuals or the team which incorporate input from stakeholders
- communicate effectively with a range of stakeholders about team performance plans and team performance
- facilitate two-way flow of information between team and management relevant to team performance
- evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders
- explain how group dynamics can support or hinder team performance

- outline strategies that can support team cohesion, participation and performance
- explain strategies for gaining consensus
- explain issue resolution strategies

BSBMGT502 (Elective) Manage people performance

Unit Descriptor

This unit describes the 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 or certification requirements apply to this unit at the time of publication

Application of the Unit

This unit applies to individuals 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.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit.

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- consult with relevant stakeholders to identify work requirements, performance standards and agreed performance indicators
- develop work plans and allocate work to achieve outcomes efficiently and within organisational and legal requirements
- monitor, evaluate and provide feedback on performance and provide coaching or training, as needed
- reinforce excellence in performance through recognition and continuous feedback
- seek assistance from human resources specialists where appropriate
- keep records and documentation in accordance with the organisational performance management system
- outline relevant legislative and regulatory requirements
- outline relevant awards and certified agreements
- explain performance measurement systems utilised within the organisation
- explain unlawful dismissal rules and due process
- describe staff development options and information

BSBINN502 (Elective) Build and sustain an innovative work environment

Unit Descriptor

This unit describes the skills and knowledge required to create an environment that enables and supports the application of innovative practice focusing on a holistic approach to the integration of innovation across all areas of work practice.

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

Application of the Unit

It applies to individuals working in leadership or management roles in any industry or community context. The individual could be employed by the organisation, but may also be an external contractor, the leader of a cross organisation team or of a self-formed team of individuals. The work group could be permanent or temporary in nature.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit.

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- establishing procedures and practices that foster innovation including:
 - collaborative work arrangements
 - building team capacity to contribute to innovation
 - providing formal and informal learning opportunities
 - evaluating ideas
 - celebration and promotion of innovation
 - consultation
 - respectful communications and sharing of ideas and feedback
- reinforcing the value of innovation to the vision and objectives of the organisation,
- modelling behaviour including being receptive to ideas, giving constructive advice, evaluating own work, establishing and maintaining relationships based on mutual respect and trust, taking considered risks that provide opportunities for innovation
- evaluating how the physical environment can be enhanced to support innovation and collaboration and collaborating on ideas to make improvements including in the selection of physical resources and equipment, and the design, fit-out and decoration of the workspaces
- making changes to a workspace that will encourage innovation in at least one of
 - design
 - fit-out
 - decoration

- explain the concepts and theories of innovation and how these link to innovation in practice
- explain the context for innovation in the workplace including core business values, overall objectives, broader environmental context and the need to ensure the value and benefit of innovative ideas and projects
- discuss the factors and tools that can motivate individuals to use creative thinking and apply innovative work practices
- research the legislative framework that impacts on operations in the relevant workplace context
- explain how different approaches to management and leadership can support or hinder innovation
- discuss typical challenges and barriers to innovation within teams and organisations and ways of overcoming these including rewarding and celebrating innovation, coaching and learning, modelling behaviour and managing the physical environment

BSBPMG522 (Elective) Undertake project work

Unit Descriptor

This unit describes the skills and knowledge required to undertake a straightforward project or a section of a larger project. It covers developing a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learned for application to future projects.

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

Application of the Unit

This unit applies to individuals who play a significant role in ensuring a project meets timelines, 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 other units of competency in the project management field (BSBPMG) will be applicable.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- define the parameters of the project including:
 - project scope
 - project stakeholders, including own responsibilities
 - relationship of project to organisational objectives and other projects
 - reporting requirements
 - resource requirements
- use project management tools to develop and implement a project plan including:
 - deliverables
 - work breakdown
 - budget and allocation of resources
 - timelines
 - risk management
 - recordkeeping and reporting
- consult and communicate with relevant stakeholders to generate input and engagement in planning, implementing and reviewing the project
- provide support to team members to enable them to achieve deliverables and to transition them as appropriate at completion of the project
- finalise the project including documentation, sign-offs and reporting

- review and document the project outcomes
- give examples of project management tools and how they contribute to a project
- outline types of documents and other sources of information commonly used in defining the parameters of a project
- explain processes for identifying and managing risk in a project
- outline the organisation's mission, goals, objectives and operations and how the project relates to them
- explain the organisation's procedures and processes that are relevant to managing a project including:
 - lines of authority and approvals
 - quality assurance
 - human resources
 - budgets and finance
 - recordkeeping
 - reporting
- outline the legislative and regulatory context of the organisation in relation to project work, including work health and safety (WHS) requirements

BSBADM502 (Elective) Manage meetings

Unit Descriptor

This unit describes the skills and knowledge required to manage a range of meetings including overseeing the meeting preparation processes, chairing meetings, organising the minutes and reporting meeting outcomes.

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

Application of the Unit

This unit applies to individuals employed in a range of work environments who are required to organise and manage meetings within their workplace, including conducting or managing administrative tasks in providing agendas and meeting material. They may work as senior administrative staff or may be individuals with responsibility for conducting and chairing meetings in the workplace.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- apply conventions and procedures for formal and informal meetings including:
- developing and distributing agendas and papers
- identifying and inviting meeting participants
- organising and confirming meeting arrangements
- running the meeting and following up
- organise, take part in and chair a meeting
- record and store meeting documentation
- follow organisational policies and procedures
- outline meeting terminology, structures, arrangements
- outline responsibilities of the chairperson and explain group dynamics in relation to managing meetings
- describe options for meetings including face-to-face, teleconferencing, web-conferencing and using webcams
- identify the relevant organisational procedures and policies regarding meetings, chairing and minutes including identifying organisational formats for minutes and agendas

BSBLDR501 (Core) Develop and use emotional intelligence

Unit Descriptor

This unit covers the development and use of emotional intelligence to increase self-awareness, self-management, social awareness and relationship management in the context of the workplace.

It includes identifying the impact of own emotions on others in the workplace, recognising and appreciating the emotional strengths and weaknesses of others, promoting the development of emotional intelligence in others and utilising emotional intelligence to maximise team outcomes.

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

Application of the Unit

This unit applies to managers who identify, analyse, synthesise and act on information from a range of sources and who deal with unpredictable problems. They use initiative and judgement to organise the work of self and others and plan, evaluate and co-ordinate the work of teams.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- identify the impact of own emotions on others by identifying own emotional strengths and weaknesses, stressors, emotional states and triggers and gathering feedback from others
- model behaviours that demonstrate management of emotions
- recognise and respond to the emotional states of others promote the development of emotional intelligence in others
- explain emotional intelligence principles and strategies
- describe the relationship between emotionally effective people and the attainment of business objectives
- explain how to communicate with a diverse workforce which has varying cultural expressions of emotion
- explain the use of emotional intelligence in the context of building workplace relationships

BSBWHS501 (Elective) Ensure a safe workplace

Unit Descriptor

This unit describes the skills and knowledge required to establish, maintain and evaluate the organisation's work health and safety (WHS) policies, procedures and programs in the relevant work area, according to WHS legislative requirements. It takes a systems approach and addresses compliance with relevant legislative requirements.

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

NOTE: *The terms 'occupational health and safety' (OHS) and 'work health and safety' (WHS) are equivalent and generally either can be used in the workplace.*

Application of the Unit

This unit applies to managers working in a range of contexts who have, or are likely to have responsibility for WHS as part of their broader management role. It is relevant for people with obligations under WHS legislation, for example persons conducting a business or undertaking (PCBUs) or officers, as defined by relevant legislation.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- establish, implement, maintain and evaluate a work health and safety (WHS) management system for a work area of an organisation in accordance with WHS legislation including policies, procedures and record keeping
- ensure organisational WHS compliance
- establish, implement, maintain and evaluate effective and compliant participation arrangements for managing WHS including identifying duty holders, identifying and approving the required resources and developing and implementing a training program
- establish, implement, maintain and evaluate procedures for effectively identifying hazards, and assessing and controlling risks using the hierarchy of risk control
- provide information and complete documentation for a WHS management system
- identify requirements for and request expert WHS advice
- identify and detail relevant WHS Acts, regulations and codes of practice
- specify relevant WHS organisational policies, procedures, programs and practices
- explain hazard identification and risk-management processes
- describe the hierarchy of risk control and how it is applied in the workplace
- specify in-house and WHS legislative reporting requirements

BSBWOR501 (Elective) Manage personal work priorities and professional development

Unit Descriptor

This unit describes the skills and knowledge required to create systems and process to organise information and prioritise tasks.

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

Application of the Unit

This unit applies to individuals working in managerial positions who have excellent organisational skills. The work ethic of individuals in this role has a significant impact on the work culture and patterns of behaviour of others as managers at this level are role models in their work environment.

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Evidence of the following is essential for a participant to demonstrate competency in this unit:

- use business technology to create and use systems and processes to organise and prioritise tasks and commitments
- measure and maintain personal work performance including assessing competency against competency standards and seeking feedback
- maintain an appropriate work-life balance to manage personal health and stress
- participate in networks
- develop a personal development plan which includes career objectives and an action plan
- develop new skills
- explain principles and techniques involved in the management and organisation of:
 - performance measurement
 - personal behaviour, self-awareness and personality traits identification
 - a personal development plan
 - personal goal setting
 - time
- discuss management development opportunities and options for self
- describe methods for achieving a healthy work-life balance
- outline organisation's policies, plans and procedures
- explain types of learning style/s and how they relate to the individual
- describe types of work methods and practices that can improve personal performance