

Qualification Outline

Diploma of Business

BSB50215

kneedeep

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INTRODUCTION

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

PARTICIPANT PROFILE

This qualification reflects the role of individuals with substantial experience in a range of settings and who are seeking to further develop their skills across a wide range of business functions. This qualification is also suited to the needs of individuals with little or no vocational experience, but who possess sound theoretical business skills and the knowledge that they would like to further develop in order to create further educational and employment opportunities.

The target group of Learners for the Diploma of Business are those already working in, or about to move into a business management role.

ENTRY REQUIREMENTS

There are no entry requirements for this qualification.

PATHWAYS

Preferred pathways for candidates considering this qualification include:

BSB40215 Certificate IV in Business or other relevant qualification/s

OR

With vocational experience in a range of work environments in senior support roles but without a qualification.

Learners completing this qualification may consider undertaking the BSB51415: Diploma of Project Management or BSB51915: Diploma of Leadership and Management or BSB60207 Advanced Diploma of Business or a range of other Advanced Diploma qualifications.

THE QUALIFICATION

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

Part A (at least 3)

BSBADM502	Manage Meetings
BSBADM504	Plan or Review Administrative Systems
BSBHRM506	Manage recruitment, selection and induction processes
BSBPUB501	Manage the public relations publication process

Part B (no more than 3)

BSBINN502	Build and sustain an innovative work environment
BSBMGT403	Implement continuous improvement
BSBPMG522	Undertake Project Work
BSBWOR501	Manage Personal Work Priorities and Professional Development

Part C (no more than 2)

BSBCUS501	Manage quality customer service
BSBGOV402	Work within organisational structure
BSBWHS501	Ensure a safe workplace

ORGANISATION

The 8 units of competency in the qualification have been assessed as having a combined total of 460 nominal hours, these have been organised into an off-the-job training program comprising both;

- **Face-to-face training** of content and concepts, and
- **Self-paced homework/assignment** 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.
- **Final presentation day** during which students will hand in all outstanding assessments, and give presentations of their learnings.

Each unit will be delivered in a day of face-to-face training. The schedule for the 8 units will be spread over a 7 to 8 month period as per the training calendar published on the website.

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	<ul style="list-style-type: none"> • Conducting research to collect and analyse information in a range of reports • Consulting with others to develop a range of plans and reports • Liaising with stakeholders and promoting participative workplace arrangements
Teamwork	<ul style="list-style-type: none"> • Contributing to the development of other team members • Providing feedback on team performance to colleagues and managers
Problem-solving	<ul style="list-style-type: none"> • Applying risk management processes to business operations • Assessing financial viability of new opportunities and matching organisational capability with market needs • Negotiating solutions to new and emerging issues
Initiative and enterprise	<ul style="list-style-type: none"> • Encouraging creative and innovative workplace solutions • Identifying new and emerging opportunities for the business and developing strategies to capitalise on them • Managing, fostering and facilitating change
Planning and organising	<ul style="list-style-type: none"> • Developing systems that are flexible and responsive to changing circumstances • Planning for contingencies and performance of staff and systems
Self-management	<ul style="list-style-type: none"> • Dealing with contingencies • Managing own time and priorities • Taking responsibility as required by job role and ensuring organisational policies and procedures are adhered to
Learning	<ul style="list-style-type: none"> • Assisting others to acquire new knowledge and skills to improve team and individual performance
Technology	<ul style="list-style-type: none"> • Using electronic communication devices and processes, such as internet, intranet and email to produce written correspondence and reports • Using technology to assist the management of information and to assist the planning process

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

BSBADM502 : Manage meetings	
ELEMENT	PERFORMANCE CRITERIA
1. Prepare for meetings	<ul style="list-style-type: none"> 1.1. Develop agenda in line with stated meeting purpose 1.2. Ensure style and structure of meeting are appropriate to its purpose 1.3. Identify meeting participants and notify them in accordance with organisational procedures 1.4. Confirm meeting arrangements in accordance with requirements of meeting 1.5. Despatch meeting papers to participants within designated time lines
2. Conduct meetings	<ul style="list-style-type: none"> 2.1. Chair meetings in accordance with organisational requirements, agreed conventions for type of meeting and legal and ethical requirements 2.2. Conduct meetings to ensure they are focused, time efficient and achieve outcomes 2.3. Ensure meeting facilitation enables participation, discussion, problem-solving and resolution of issues 2.4. Brief minute taker on method for recording meeting notes in accordance with organisational requirements and conventions for type of meeting
3. Follow up meetings	<ul style="list-style-type: none"> 3.1. Check transcribed meeting notes to ensure they reflect a true and accurate record of the meeting, and are formatted in accordance with organisational procedures and meeting conventions 3.2. Distribute and store minutes and other follow-up documentation within designated time lines, and according to organisational requirements 3.3. Report outcomes of meetings as required, within designated time lines

BSBADM504 : Plan or review administrative systems

ELEMENT	PERFORMANCE CRITERIA
1. Plan or review administration systems	1.1. Identify requirements of, or modifications to, administration system through consultation with system users and other stakeholders in accordance with organisational and budgetary requirements 1.2. Obtain quotations from suppliers /developers of system in accordance with organisational policy and procedures 1.3. Make selection of supplier or developer in accordance with organisational policy and procedures
2. Implement new or modified administration system	2.1. Identify and develop implementation strategies in consultation with staff 2.2. Encourage staff to participate in all stages of the implementation process 2.3. Implement system in accordance with organisational requirements 2.4. Define and communicate procedures for using the system to staff 2.5. Provide training and support for staff on the use of the new or modified system 2.6. Deal with contingencies to ensure minimal impact on users
3. Monitor administration system	3.1. Monitor system for usage, security and output in accordance with organisational requirements 3.2. Modify system to meet changing needs in accordance with organisational requirements 3.3. Clearly identify further modifications and notify users 3.4. Monitor staff training needs and train new staff on administration system

BSBHRM506 : Manage recruitment, selection and induction processes

ELEMENT	PERFORMANCE CRITERIA
<p>1. Develop recruitment, selection and induction policies and procedures</p>	<ul style="list-style-type: none"> 1.1. Analyse strategic and operational plans and policies to identify relevant policies and objectives 1.2. Develop recruitment , selection and induction policies and procedures and supporting documents 1.3. Review options for technology to improve the efficiency and effectiveness of the recruitment and selection process 1.4. Obtain support for policies and procedures from senior managers 1.5. Trial forms and documents that support policies and procedures and make necessary adjustments 1.6. Communicate policies and procedures to relevant staff and provide training if required
<p>2. Recruit and select staff</p>	<ul style="list-style-type: none"> 2.1. Determine future human resources needs in collaboration with relevant managers and sections 2.2. Ensure current position descriptors and person specifications for vacancies are used by managers and others involved in the recruitment, selection and induction processes 2.3. Provide access to training and other forms of support to all persons involved in the recruitment and selection process 2.4. Ensure that advertising of vacant positions complies with organisational policy and legal requirements 2.5. Utilise specialists where necessary 2.6. Ensure that selection procedures are in accordance with organisational policy and legal requirements 2.7. Ensure that processes for advising applicants of selection outcome are followed 2.8. Ensure that job offers and contracts of employment are executed promptly and that new appointments are provided with advice about salary, terms and conditions
<p>3. Manage staff induction</p>	<ul style="list-style-type: none"> 3.1. Provide access to training and ongoing support for all persons engaged in staff induction 3.2. Check that induction processes are followed across the organisation 3.3. Oversee the management of probationary employees and provide them with feedback until their employment is confirmed or terminated 3.4. Obtain feedback from participants and relevant managers on the extent to which the induction process is meeting its objectives 3.5. Make refinements to induction policies and procedures

BSBPUB501 : Manage the public relations publication process

ELEMENT	PERFORMANCE CRITERIA
<p>1. Research publication requirements and segment target audience</p>	<ul style="list-style-type: none"> 1.1. Prepare a public relations research brief that specifies the research objectives, methodology, time schedule and budget 1.2. Consider the internal and external factors that may impact the effectiveness of public relations publication 1.3. Assess primary and secondary research methods for their capacity to provide information on publications requirements and market segments 1.4. Evaluate and choose criteria to use in segmenting the audience in accordance with the public relations brief 1.5. Define the target audience in terms of prospective readers of the publications 1.6. Ensure the target audience profile meets organisational requirements in terms of level and style of language usage, format, content and level of detail
<p>2. Plan public relations publications</p>	<ul style="list-style-type: none"> 2.1. Ensure publication purpose is consistent with organisational mission, vision and corporate values 2.2. Identify, agree upon and document publication objectives and central message consistent with messages in other organisational publications 2.3. Select team members according to skill and knowledge requirements 2.4. Develop and agree upon budgets and schedules with relevant stakeholders 2.5. Identify appropriate suppliers of goods and services and obtain quotations as required 2.6. Develop criteria to test and evaluate the success of the publication
<p>3. Develop and evaluate public relations publications</p>	<ul style="list-style-type: none"> 3.1. Design and write publication text in accordance with communication objectives and house style 3.2. Check readability of material to ensure it is geared to the target audience's reading levels 3.3. Test document with relevant stakeholders and incorporate findings into the final publication 3.4. Ensure publications, including any changes, comply with legal and ethical requirements 3.5. Select and contract suppliers to complete publication production processes 3.6. Distribute publication according to public relations plan 3.7. Evaluate aspects of the publication in line with stakeholder feedback and against evaluation criteria

BSBINN502 : Build and sustain an innovative work environment	
ELEMENT	PERFORMANCE CRITERIA
1. Lead innovation by example	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
5. Provide learning opportunities	<ul style="list-style-type: none"> 5.1. Pro-actively share relevant information, knowledge and skills with colleagues 5.2. Provide or encourage formal and informal learning opportunities to help develop the skills needed for innovation 5.3. Create opportunities in which individuals can learn from the experience of others

BSBMGT403 : Implement continuous improvement

ELEMENT	PERFORMANCE CRITERIA
1. Implement continuous improvement systems and processes	1.1. Implement systems to ensure that individuals and teams are actively encouraged and supported to participate in decision making processes , assume responsibility and exercise initiative 1.2. Communicate the organisation's continuous improvement processes to individuals and teams, and obtain feedback 1.3. Ensure effective mentoring and coaching allows individuals and teams to implement the organisation's continuous improvement processes
2. Monitor and review performance	2.1. Use the organisation's systems and technology to monitor and review progress and to identify ways in which planning and operations could be improved 2.2. Improve customer service through continuous improvement techniques and processes 2.3. Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation
3. Provide opportunities for further improvement	3.1. Implement processes to ensure that team members are informed of savings and productivity /service improvements in achieving the business plan 3.2. Document work performance to aid the identification of further opportunities for improvement 3.3. Manage records, reports and recommendations for improvement within the organisation's systems and processes

BSBPMG522 : 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

BSBWOR501 : Manage personal work priorities and professional development

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

BSBCUS501 : Manage quality customer service	
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

BSBGOV402 : Work within organisational structure

ELEMENT	PERFORMANCE CRITERIA
<p>1. Differentiate roles and responsibilities</p>	<p>1.1. Differentiate and document governance and management issues of the organisation in the organisation's governance policy guidelines</p> <p>1.2. Identify, document and refer to the relationships between governance issues and management issues</p> <p>1.3. Identify and document the roles of Board members in the organisation's governance policies and procedures</p> <p>1.4. Explain the relationship between the Board and associated entities , and their management</p> <p>1.5. Outline the Board's decision-making processes</p>
<p>2. Document management roles and responsibilities</p>	<p>2.1. Document performance outcomes, with appropriate assistance , and include in position description and contract</p> <p>2.2. Clarify and document management duties, in consultation with management</p> <p>2.3. Ensure areas of responsibility are discussed with Board members who are also employed staff, and establish and document guidelines</p>
<p>3. Supervise management of the organisation</p>	<p>3.1. Receive information and advice from the manager and apply in decision making</p> <p>3.2. Instruct the manager to implement policy decisions and to follow specific directions as required</p> <p>3.3. Receive feedback from the manager about previous directions</p> <p>3.4. Regularly review management performance in accordance with contract and position description</p>

BSBWHS501 : Ensure a safe workplace	
ELEMENT	PERFORMANCE CRITERIA
1. Establish and maintain a WHS management system	<p>1.1 Locate, adapt, adopt and communicate WHS policies that clearly define the organisation's commitment to complying with WHS legislation</p> <p>1.2 Identify duty holders and define WHS responsibilities for all workplace personnel according to WHS legislation, policies, procedures and programs</p> <p>1.3 Identify and approve financial and human resources required by the WHS management system (WHSMS)</p>
2. Establish and maintain effective and compliant participation arrangements for managing WHS	<p>2.1 Work with workers and their representatives to set up and maintain participation arrangements according to relevant WHS legislation</p> <p>2.2 Appropriately resolve issues raised through participation and consultation arrangements according to relevant WHS legislation</p> <p>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</p>
3. Establish and maintain procedures for effectively identifying hazards, and assessing and controlling risks	<p>3.1 Develop procedures for ongoing hazard identification, and assessment and control of associated risks</p> <p>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</p> <p>3.3 Develop and maintain procedures for selecting and implementing risk controls according to the hierarchy of control and WHS legislative requirements</p> <p>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</p> <p>3.5 Identify requirements for expert WHS advice, and request this advice as required</p>
4. Evaluate and maintain a WHS management system	<p>4.1 Develop and provide a WHS induction and training program for all workers as part of the organisation's training program</p> <p>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</p> <p>4.3 Measure and evaluate the WHSMS in line with the organisation's quality systems framework</p> <p>4.4 Develop and implement improvements to the WHSMS to achieve organisational WHS objectives</p> <p>4.5 Ensure compliance with the WHS legislative framework so that, as a minimum, WHS legal requirements are achieved</p>