POSTGRADUATE

BSB80120

Graduate Diploma of Management (Learning)

This Course Outline applies to Young Rabbit Pty Ltd (ABN: 28 003 381 182 RTO number: 90396) trading as Australian Pacific College CRICOS Provider: 01331F.

Welcome to Australian Pacific College and to your postgraduate course. We hope you enjoy your time at Australian Pacific College and that you find your course a useful program for your professional development in the field of organisational learning and capability development. In this booklet, you will find information about our postgraduate course – Graduate Diploma of Management (Learning).

BSB80120 Graduate Diploma of Management (Learning)

Aims

This qualification reflects the role of individuals who apply highly specialised knowledge and skills in the field of organisational learning and capability development. Individuals in these roles generate and evaluate complex ideas. They also initiate, design and execute major learning and development functions within an organisation. Typically, they would have full responsibility and accountability for the personal output and work of others.

This qualification may apply to leaders and managers in an organisation where learning is used to build organisational capability. The job roles that relate to this qualification may also include RTO Manager and RTO Director.

Job Roles

The job roles that relate to this qualification may include:

- Department Manager
- Staff Development Manager
- General Manager
- Chief Executive Officer
- RTO Manager
- RTO Director

Duration

The expected duration for the Graduate Diploma of Management (Learning) is four 9-week terms (1 year). Students who are identified as having difficulties in completing the course in the required duration may be able to extend their course as per APC's Intervention Policy. NOTE: Due to College closure over the Christmas/New Year period the maximum course length for students studying at this time is 49 weeks.

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Entry requirements

ACADEMIC -

- Completion of a one-year Diploma or Advanced Diploma or higher qualification in any discipline **and** four years full-time relevant workplace experience with at least two years in a supervisory or leadership role, or
- Completion of Australian Year 12 Certificate or equivalent **and** four years full-time relevant workplace experience with at least two years in a supervisory or leadership role, and
- Completion of the Portfolio of Evidence: https://bit.ly/3mqjdum, and
- Completion of an interview to ensure suitability and commitment.

Note: If intending to pursue a pathway to a Master degree, students may be required to have a Bachelor degree (refer to the individual university).

For more information please visit our website apc.edu.au.

ENGLISH LANGUAGE PROFICIENCY -

- General English – Advanced Level; or
- Equivalent English Proficiency Skills test result as per the attached comparison table.

Materials

The required texts for this course are the Australian Pacific College workbooks. You have access to your workbooks for all classes. These workbooks are provided to you free of charge in a pdf version in myAPC.hub and you can download them to your device.

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Course structure

The course is delivered in 7 subjects made up of 8 Units of Competency. These are delivered as shown below. You will receive a timetable that indicates the times of your scheduled lectures and tutorials.

Subject code and name	Unit of Competency
A60018 Financial & Accounting Strategies	BSBFIN801 Lead financial strategy development
A60019 Marketing Processes & Strategies	BSBMKG625 Implement and manage international marketing programs
A60009 Innovate in Thinking and Practice	BSBSTR801 Lead innovative thinking and practice
A60010 Making Strategic Transformation	BSBLDR811 Lead strategic transformation
A60011 Strategically Manage Organisational Change	BSBLDR601 Lead and manage organisational change
A60012 Exploring the World of Work 1	BSBHRM613 Contribute to the development of learning and development strategies
A60013 Exploring the World of Work 2	BSBINS603 Initiate and lead applied research
	TAELED803 Implement improved learning practice

Assessment Schedule

Information about your assessments is included in the Student Workbooks and Assessments for each subject. This information explains the assessment requirements and what you need to do to complete the assessments. Assessments should be submitted on the due date. Your trainer will give you more comprehensive information about each assessment task.

You are required to complete all parts of the assessment and tick the declaration that it is all your own work i.e., that you have not plagiarised by copying from the internet or other sources. You are required to be competent in each unit of competency to achieve your qualification.

Note: Please refer to individual assessment sheets or ask your teacher for further information on the units of competency and the Elements (Elements describe the essential outcomes) and Performance Criteria (Performance Criteria describe the performance needed to demonstrate achievement of the element) as listed below:

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Unit Overview

BSBFIN801 Lead financial strategy development

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Prepare financial strategy	1.1 Establish capacity of existing financial systems by analysing financial reports 1.2 Forecast financial data and business system requirements including additional expenditure requirements 1.3 Consult relevant stakeholders, including financial advisers, about financial information to support decisions 1.4 Prepare recommendations and assessment indicators for budget expenditure or for modification of existing projections according to organisational and legislative requirements 1.5 Present recommendations to relevant stakeholders
2. Implement financial strategy	2.1 Identify resourcing requirements to implement financial recommendations 2.2 Communicate recommendations to relevant stakeholders including organisational staff 2.3 Support staff in implementation of recommendations 2.4 Monitor actual income and expenditure against budgets
3. Monitor implementation of financial strategy	3.1 Identify deviations from budgets that generate an adverse effect on budget objectives 3.2 Promptly develop action plans to remedy significant deviations from budget objectives and projections 3.3 Revise budget priorities to meet operational contingencies and risk management

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BSBMKG625 Implement and manage international marketing programs

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Develop international marketing objectives	1.1 Select international marketing opportunities and develop objectives according to organisation's capabilities and resources 1.2 Identify international marketing objectives according to organisation's strategic direction 1.3 Develop strategic objectives and related key performance indicators by product, service, country or international grouping, and overall performance 1.4 Relate risk factors to international business cycles and terms of economic conditions and estimate their impact on potential market
2. Determine marketing approach and operational structure	2.1 Identify resources and capabilities for implementation of program 2.2 Identify global and customised approaches for promotion of products or services 2.3 Identify options for choice of marketing approaches
3. Implement programs	3.1 Implement program according to agreed timelines 3.2 Provide support and assistance to staff and contractors involved in implementing the program 3.3 Manage integration of marketing, promotional and sales activities according to international marketing objectives 3.4 Assess and respond to the need for adjustments to plans, systems and procedures 3.5 Provide progress and other reports according to event requirements
4. Evaluate and improve international marketing performance	4.1 Monitor product, pricing and distribution policies related to market changes, objectives of marketing plan and organisational requirements 4.2 Monitor marketing progresses against performance targets and confirm activity, quality, cost, and time requirements are met 4.3 Review and revise marketing outcomes and objectives 4.4 Analyse successes and performance gaps in relation to cause and effect, and improve international marketing performance 4.5 Analyse changes in market phenomena, and identify and document potential impact on international marketing objectives 4.6 Document review of marketing performance against key performance indicators according to organisational requirements

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BSBSTR801 Lead innovative thinking and practice

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Generate innovative thinking and creativity	1.1 Identify and analyse trends shaping organisation's current and future thinking and practice 1.2 Identify and use techniques and tools to generate ideas and facilitate thinking 1.3 Introduce and promote creative thinking techniques 1.4 Research and analyse relevant conditions for innovation and issues that impact innovative thinking and creativity 1.5 Research and review innovation drivers and enablers
2. Lead innovative practices	2.1 Assess personal leadership style to confirm it models positive innovative thinking and practice 2.2 Review and refine practice that models and supports innovation 2.3 Determine and assess the requirements to promote sustainable innovative activities 2.4 Construct and implement methods to promote knowledge transfer with relevant stakeholders 2.5 Identify, evaluate and manage risks associated with innovation
3. Support a culture of innovation	3.1 Identify, introduce and promote innovative practices, processes, products and/or services according to audience and organisational requirements 3.2 Establish ways to capture, communicate and share innovative ideas and practices 3.3 Confirm team approaches foster communication, consultation and team development for innovation 3.4 Identify, assess and provide relevant resources for innovation processes 3.5 Develop and apply strategies to foster a workplace culture that encourages innovation 3.6 Establish systems and processes that support innovation
4. Sustain innovative thinking and practice	4.1 Develop strategies where innovation is an integral part of organisational activity 4.2 Develop and monitor processes that confirm ongoing awareness of individual and collective contributions to innovative thinking and practice 4.3 Identify and analyse potential barriers and risks to innovation and devise strategies to respond 4.4 Analyse and reflect on innovation performance as a basis for developing strategies for improvement 4.5 Seek feedback from relevant stakeholders 4.6 Make changes to innovative thinking and practices according to feedback received

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BSBLDR811 Lead strategic transformation

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Prepare to undertake strategic change	1.1 Identify personal responsibilities in strategic transformation process according to task objectives 1.2 Develop strategic change strategy in collaboration with relevant stakeholders 1.3 Brief internal and external stakeholders of strategic change processes and intended outcomes 1.4 Establish communication channels for organisational personnel to contact management
2. Lead strategic change	2.1 Analyse and confirm capacity and competence of relevant individuals to contribute to change processes and plans 2.2 Identify and resolve risks in change management process 2.3 Develop learning and communication processes for addressing problems and risks arising during organisational change 2.4 Make changes to change management process according to risks and inform stakeholders of updates
3. Review strategic outcomes	3.1 Analyse impacts of leadership on change management process using self-reflection 3.2 Seek feedback on leadership during change management process from staff 3.3 Apply feedback to leadership style

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BSBLDR601 Lead and manage organisational change

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Develop change management strategy	1.1 Identify major operational change requirements according to organisational objectives, performance gaps, business opportunities or threats, and management decisions 1.2 Assess risks and opportunities presented by operational change requirements 1.3 Consult stakeholders, specialists and experts to confirm the change management opportunities and process
2. Implement change management strategy	2.1 Assign resources to the project and confirm reporting protocols with relevant stakeholders 2.2 Develop communication or education plan, in consultation with relevant personnel 2.3 Arrange and manage activities for delivery of communication or education plans
3. Evaluate change management strategy	3.1 Assess performance of communication or education plan against objectives 3.2 Identify and respond to barriers to the change according to risk management plans and organisational objectives 3.3 Modify communication or education plan according to change program objectives

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BSBHRM613 Contribute to the development of learning and development strategies

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Contribute to learning and development strategy formation	1.1 Evaluate methods of learning and development against organisational requirements 1.2 Analyse impact of organisational learning and development on organisation, and consult relevant stakeholders 1.3 Examine and review options for deploying quality policies and processes in organisational learning 1.4 Analyse and plan requirements for an organisational learning strategy to support organisational strategic and policy requirements 1.5 Analyse and plan technological and systems requirements for an organisational learning strategy 1.6 Analyse and align organisational learning strategy with human resources and learning requirements and plans 1.7 Develop procedures to liaise with educators, learners and others and monitor learning and development strategies and learning and development resources
2. Contribute to design of organisational learning and development strategy	2.1 Design, collaboratively with relevant stakeholders, organisational learning and development strategy 2.2 Design and develop flexible learning, development and assessment strategies to support organisational requirements 2.3 Establish processes and procedures for allocating and managing resources and staff required to implement organisational learning strategy 2.4 Contribute to development of compliant assessment processes according to organisational requirements
3. Recommend improvements to strategies	3.1 Evaluate current organisational learning strategy 3.2 Review performance of resources and people supporting organisational learning strategy 3.3 Construct and present plans for improving organisational learning strategy

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BSBINS603 Initiate and lead applied research

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Plan and develop an applied research strategy	1.1 Clarify and confirm applied research purpose and requirements of relevant stakeholders 1.2 Identify policies and procedures in relation to conducting applied research 1.3 Establish methods for collecting and maintaining data in a systematic manner 1.4 Analyse factors affecting the reliability and validity of data 1.5 Review relevant research ethics and codes of conduct 1.6 Prepare applied research strategy and hypothesis 1.7 Frame a research strategy according to available tools and resources 1.8 Review and evaluate a range of applied research methods, theories and data collection techniques 1.9 Select methods to gather and analyse data according to research strategy
2. Use a range of applied research techniques	2.1 Use suitable technology and technology services to support data collection and analysis 2.2 Access sources of information and contributors relevant to the research 2.3 Confirm integrity of the data collected, and analysis tools used
3. Analyse and present findings	3.1 Evaluate how research findings such as trends and changes will impact on requirements of relevant stakeholders 3.2 Review data and research findings for accuracy of details and adherence to any legal requirements 3.3 Collate and analyse data for relevance against the original applied research strategy 3.4 Document and present research findings in a clear and logical manner consistent with stakeholder requirements 3.5 Identify the need for, and approach to, further research as required

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TAELED803 Implement improved learning practice

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	*Performance criteria describe the performance needed to demonstrate achievement of the element.*
1. Evaluate ways to improve learning practice	1.1 Review advances in learning practice within a given vocational, training, educational or content area 1.2 Review and challenge existing learning practice to develop, and test, improved approaches 1.3 Analyse interests, abilities, relationships and the contextual needs of relevant individuals, when promoting improved learning practice 1.4 Research how a range of appropriate learning theories and instructional design principles can improve learning practice 1.5 Ensure learning practice reflects the qualification requirements for nominated qualification/s
2. Manage and monitor the means to improve learning	2.1 Observe and assess learner styles with respect to the appropriateness of current vocational, training and educational learning strategies 2.2 Evaluate the role, and impact of, new technologies on learners and training techniques 2.3 Plan improved learning practice based on how learners currently learn 2.4 Plan improved learning practice based on the experience and personal interests of the learner
3. Analyse and advance the adoption of improved learning practice	3.1 Develop improved vocational, training and educational (VET) learning practice, appropriate to learner characteristics 3.2 Advocate for improved VET learning practice 3.3 Initiate research into improved learning practice 3.4 Design and test improved learning practice in real-world situations 3.5 Mentor colleagues to promote improved learning practice

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Employability Skills

Communication
- communicating verbally with others in negotiation, training and questioning
- writing a range of simple documentation and communications

Teamwork
- completing individual tasks to support team goals
- conveying workplace procedures and work instructions to team members

Problem-solving
- resolving issues and conflicts with team members
- using manuals and other documentation to overcome problems with information technology or other office equipment

Initiative and enterprise
- demonstrating individual responsibility for completing tasks
- suggesting improvements to support the development of improved work practices and team effectiveness

Planning and organising
- contributing to planning processes with team members to meet expected outcomes
- gathering, organising and applying workplace information for the organisation's work processes and information systems

Self-management
- identifying development needs and seeking training to fill needs
- monitoring and recording the performance of own work area

Learning
- developing a comprehensive knowledge and understanding of products and services
- identifying priorities and pursuing personal work goals in accordance with organisational objectives

Technology
- using information communication technology to communicate with team members or clients
- using word processing packages, spreadsheets and/or databases to produce written correspondence and reports

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