



Course outline

*BSB80120 Graduate Diploma of
Management (Learning)*



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Course Description

This course reflects the roles of individuals who apply highly specialised knowledge and skills in the field of organisational learning and capability development.

This course will prepare you to become a business leader and manager ready to play your part in generating and evaluating complex ideas, initiating, designing and executing major learning and development functions within an organisation. With a business degree, your options are endless giving you sought-after skills that can be applied to your chosen industry or organisation anywhere in the world.

Entry Requirements

APC ensures that all applicants are academically suited to the APC Graduate Diploma / Master's course pathway.

Completion of a Diploma or Advanced Diploma from any training package, or Completion of Australian Year 12 Certificate or equivalent and 5 years work experience with at least 2 years in a supervisory or leadership role, and Completion of an interview to ensure suitability and commitment.

Each applicant will also be asked to show their desire and suitability to enter and complete our post-graduate education in management by producing a personal Portfolio of Evidence that indicates their previous academic experience, their personal, commercial and workplace achievements and their aims for their life during and after their APC study. <https://bit.ly/3orMQN0>

A minimum level of English equivalent to IELTS 6.5 or equivalent (with no component lower than 6.0) will be required for applicants (international students) of the Graduate Diploma and therefore it would be desirable for students to at least have successfully completed 10 weeks of General English at Advanced level or equivalent at our sister school, English Unlimited, or at other approved providers. It is also expected that English language competency will be demonstrated in the "Portfolio of Evidence" and subsequent enrolment interview held with all applicants rather than necessarily by test results.

Outcomes and Pathways

Description	Notes
Employability	Typical job roles: Department Manager Staff Development Manager General Manager Chief Executive Officer
Further stay in Australia	APC Graduate Diploma of Management (Learning) + Master's currently qualifies a graduate for the Post-Study Work Visa (PSWV – subclass 485)
Further study	Eligibility and recognition to various other Postgraduate programs including research and PhD opportunities

Duration and Structure

The Graduate Diploma course will take a year to complete consisting of four terms (each of 9 weeks in length). It is recommended that students attend all classes in order to increase their chances of successfully completing all the assessments.

Each learner will be given a customised Individual Learning Plan (ILP) where assessments are designed around the learner's area of interest. There are no examinations.

Course Structure – Graduate Diploma Subjects:

Subjects (Code and Name)	Unit of Competency
A60007 Manage Financial Strategy	BSBFIN801 Lead financial strategy development
A60008 Managing Organisational Marketing Processes	BSBMKG622 Manage organisational marketing processes
A60009 Lead Innovative Thinking and Practice	BSBSTR801 Lead innovative thinking and practice
A60010 Making Strategic Transformation	BSBLDR811 Lead strategic transformation
A60011 Lead and 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 Tasks Schedule

Information about assessment tasks is included in the Study Book for each subject. This information explains the assessment requirements and what is needed to complete the assessment tasks. Assessments should be submitted on the due date. Trainers will provide 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. Students are required to be competent in each unit of competency to achieve the full qualification.

Pathway to High Education

By achieving a pass mark in all subjects, graduates will receive up to the maximum credit exemption of 36 credit points / 50% in one of eight Master's Degrees at our partner universities (the aforementioned credits specified, being through the University of Wollongong).

Note: Please refer to individual assessment task or trainers can be asked for further information on the units of competency including the Elements that describe the essential outcomes and Performance Criteria that describe the performance needed to demonstrate achievement of the element, as listed below:

BSBFIN801 Lead financial strategy development

ELEMENT	PERFORMANCE CRITERIA
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

BSBMKG622 Manage organisational marketing processes

ELEMENT	PERFORMANCE CRITERIA
1. Manage marketing performance	1.1 Manage marketing efforts for areas of greatest potential for the organisation 1.2 Manage integration of marketing, promotional and sales activities according to strategic marketing objectives 1.3 Monitor product, distribution, pricing and marketing communication policies according to market movements, marketing plan objectives and organisational requirements

2. Manage marketing personnel	<p>2.1 Communicate strategic marketing objectives across the organisation</p> <p>2.2 Identify and confirm roles, responsibilities and accountabilities of staff and contractors involved in all elements of marketing effort</p> <p>2.3 Develop communication strategy and confirm collaboration between relevant personnel in the marketing mix</p> <p>2.4 Provide support to individuals and teams</p> <p>2.5 Identify and address individual and team underperformance, according to organisational policies and procedures</p>
3. Evaluate and improve strategic marketing performance	<p>3.1 Monitor overall marketing progress against performance targets use marketing metrics</p> <p>3.2 Analyse marketing outcomes, review strategic objectives and marketing metrics</p> <p>3.3 Analyse successes and performance gaps considering cause and effect</p> <p>3.4 Analyse over or under performance against targets for trends and set new targets, as required</p> <p>3.5 Analyse changes in market phenomena, and identify and document their impact on strategic marketing objectives</p> <p>3.6 Document review of marketing performance against key performance indicators according to organisational requirements</p>

BSBSTR801 Lead innovative thinking and practice

ELEMENT	PERFORMANCE CRITERIA
1. Generate innovative thinking and creativity	<p>1.1 Identify and analyse trends shaping organisation's current and future thinking and practice</p> <p>1.2 Identify and use techniques and tools to generate ideas and facilitate thinking</p> <p>1.3 Introduce and promote creative thinking techniques</p> <p>1.4 Research and analyse relevant conditions for innovation and issues that impact innovative thinking and creativity</p> <p>1.5 Research and review innovation drivers and enablers</p>
2. Lead innovative practices	<p>2.1 Assess personal leadership style to confirm it models positive innovative thinking and practice</p> <p>2.2 Review and refine practice that models and supports innovation</p> <p>2.3 Determine and assess the requirements to promote sustainable innovative activities</p> <p>2.4 Construct and implement methods to promote knowledge transfer with relevant stakeholders</p> <p>2.5 Identify, evaluate and manage risks associated with innovation</p>
3. Support a culture of innovation	<p>3.1 Identify, introduce and promote innovative practices, processes, products and/or services according to audience and organisational requirements</p> <p>3.2 Establish ways to capture, communicate and share innovative ideas and practices</p> <p>3.3 Confirm team approaches foster communication, consultation and team development for innovation</p> <p>3.4 Identify, assess and provide relevant resources for innovation processes</p> <p>3.5 Develop and apply strategies to foster a workplace culture that encourages innovation</p> <p>3.6 Establish systems and processes that support innovation</p>

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

BSBLDR811 Lead strategic transformation

ELEMENT	PERFORMANCE CRITERIA
1. Prepare to undertake strategic change	<ul style="list-style-type: none">1.1 Identify personal responsibilities in strategic transformation process according to task objectives1.2 Develop strategic change strategy in collaboration with relevant stakeholders1.3 Brief internal and external stakeholders of strategic change processes and intended outcomes1.4 Establish communication channels for organisational personnel to contact management
2. Lead strategic change	<ul style="list-style-type: none">2.1 Analyse and confirm capacity and competence of relevant individuals to contribute to change processes and plans2.2 Identify and resolve risks in change management process2.3 Develop learning and communication processes for addressing problems and risks arising during organisational change2.4 Make changes to change management process according to risks and inform stakeholders of updates
3. Review strategic outcomes	<ul style="list-style-type: none">3.1 Analyse impacts of leadership on change management process using self-reflection3.2 Seek feedback on leadership during change management process from staff3.3 Apply feedback to leadership style

BSBLDR601 Lead and manage organisational change

ELEMENT	PERFORMANCE CRITERIA
1. Develop change management strategy	<ul style="list-style-type: none">1.1 Identify major operational change requirements according to organisational objectives, performance gaps, business opportunities or threats, and management decisions1.2 Assess risks and opportunities presented by operational change requirements1.3 Consult stakeholders, specialists and experts to confirm the change management opportunities and process
2. Implement change management strategy	<ul style="list-style-type: none">2.1 Assign resources to the project and confirm reporting protocols with relevant stakeholders2.2 Develop communication or education plan, in consultation with relevant personnel2.3 Arrange and manage activities for delivery of communication or education plans

3. Evaluate change management strategy	<p>3.1 Assess performance of communication or education plan against objectives</p> <p>3.2 Identify and respond to barriers to the change according to risk management plans and organisational objectives</p> <p>3.3 Modify communication or education plan according to change program objectives</p>
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BSBHRM613 Contribute to the development of learning and development strategies

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

BSBINS603 Initiate and lead applied research

ELEMENT	PERFORMANCE CRITERIA
1. Plan and develop an applied research strategy	<ul style="list-style-type: none">1.1 Clarify and confirm applied research purpose and requirements of relevant stakeholders1.2 Identify policies and procedures in relation to conducting applied research1.3 Establish methods for collecting and maintaining data in a systematic manner1.4 Analyse factors affecting the reliability and validity of data1.5 Review relevant research ethics and codes of conduct1.6 Prepare applied research strategy and hypothesis1.7 Frame a research strategy according to available tools and resources1.8 Review and evaluate a range of applied research methods, theories and data collection techniques1.9 Select methods to gather and analyse data according to research strategy
2. Use a range of applied research techniques	<ul style="list-style-type: none">2.1 Use suitable technology and technology services to support data collection and analysis2.2 Access sources of information and contributors relevant to the research2.3 Confirm integrity of the data collected, and analysis tools used
3. Analyse and present findings	<ul style="list-style-type: none">3.1 Evaluate how research findings such as trends and changes will impact on requirements of relevant stakeholders3.2 Review data and research findings for accuracy of details and adherence to any legal requirements3.3 Collate and analyse data for relevance against the original applied research strategy3.4 Document and present research findings in a clear and logical manner consistent with stakeholder requirements3.5 Identify the need for, and approach to, further research as required

TAELED803 Implement improved learning practice

ELEMENT	PERFORMANCE CRITERIA
1. Evaluate ways to improve learning practice	<ul style="list-style-type: none">1.1 Review advances in learning practice within a given vocational, training, educational or content area1.2 Review and challenge existing learning practice to develop, and test, improved approaches1.3 Analyse interests, abilities, relationships and the contextual needs of relevant individuals, when promoting improved learning practice1.4 Research how a range of appropriate learning theories and instructional design principles can improve learning practice1.5 Ensure learning practice reflects the qualification requirements for nominated qualification/s
2. Manage and monitor the means to improve learning	<ul style="list-style-type: none">2.1 Observe and assess learner styles with respect to the appropriateness of current vocational, training and educational learning strategies2.2 Evaluate the role, and impact of, new technologies on learners and training techniques2.3 Plan improved learning practice based on how learners currently learn2.4 Plan improved learning practice based on the experience and personal interests of the learner

3. Analyse and advance the adoption of improved learning practice	<ul style="list-style-type: none">3.1 Develop improved vocational, training and educational (VET) learning practice, appropriate to learner characteristics3.2 Advocate for improved VET learning practice3.3 Initiate research into improved learning practice3.4 Design and test improved learning practice in real-world situations3.5 Mentor colleagues to promote improved learning practice
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