BSB50420
Diploma of Leadership and Management
Course Overview

Victorian Chamber of Commerce and Industry

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1. Welcome

Welcome to your Diploma of Leadership and Management course at the Victorian Chamber of Commerce and Industry. This course overview has been developed to provide you with important facts regarding the program. Please read it carefully. If you require further information, please speak to your Trainer or the Training Coordinator whose details appear below.

1.1 The Victorian Chamber Team

Belinda Tierney Executive Manager, Training Services Email: btierney@victorianchamber.com.au Phone: (03) 8662 5345 Address: Level 2, 150 Collins Street, Melbourne 3000	My trainer is: _____ Phone: _____ Email: _____	Sabina Bennett Training Coordinator Email: sbennett@victorianchamber.com.au Phone: (03) 8662 5493 Address: Level 2, 150 Collins Street Melbourne 3000

2. BSB50420 Diploma of Leadership and Management

2.1 Program Information

This qualification reflects the role of individuals who are engaged to manage the work of others or to add value to or review management practices within organisations. The role of the manager may be in an industry or organisational setting and involves the application of skills and knowledge in the workplace, having considerable experience within their vocational areas and industries.

Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and that 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 form a variety of sources.

This qualification has been designed primarily for individuals who are already engaged in a front line management or senior administrative role wishing to develop a comprehensive understanding of current best management and leadership practice.

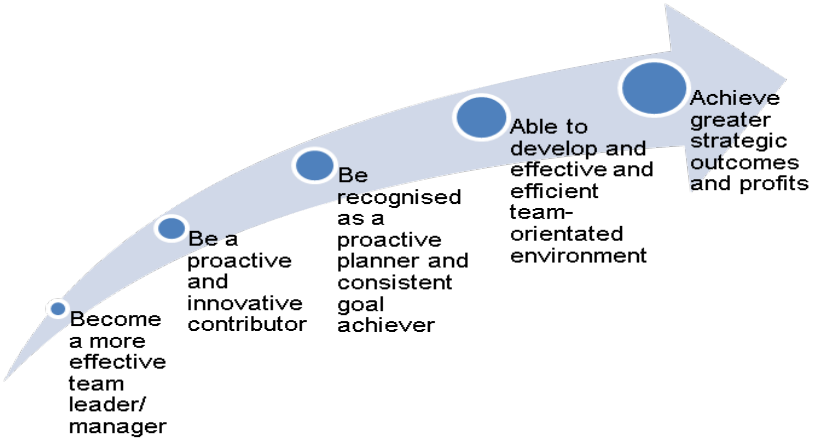
Typically people in these roles will have considerable experience in their respective industries or vocational areas and combine an informed perspective of specific work requirements with their managerial and leadership approaches.

The Diploma of Leadership and Management course requires a sound theoretical knowledge base and managerial competencies to plan, carry out and evaluate own work and/or the work of a team.

This course also provides the opportunity for people in various management roles to formalise and to further develop their management skills to perform at a higher level in the workplace, and receive a nationally recognised qualification.

Key features include:

- Efficient delivery methods, combining face-to-face workshops, self-directed learning and workplace learning and application of skills and knowledge
- *Online – Zoom delivery option may be temporarily available during Covid19 restrictions, when classroom delivery may not be possible
- Nationally recognised competencies that can be applied on the job
- Units of study that reflect current industry and workplace context
- A wide range of learning opportunities, including unlimited online access to virtual businesses that complement or provide the workplace specific documents and situations
- This program is practical; it focuses on the concept of workplace learning, which ensures its relevance to participants and enables them to:



2.2 Entry Requirements and Pathways

There are no entry requirements for this qualification.

Enrolment Requirements

As this qualification requires participants to apply and practice their new skills within an organisational context, with access to different organisation documents, stakeholders and circumstances, and also to base their assessment solutions in a workplace environment, it is strongly recommended that participants are employed or otherwise engaged in a supervisory or managerial role.

Assessment assistance may be provided, if this is not possible, including access to virtual business and case studies.

Participants must be over 18 years of age.

Equipment Requirements

To access the course learning and assessment materials, as well as the virtual businesses, the participants must have reliable access to the internet and a suitable electronic device, such as computer, laptop or tablet with MS Office-type of software and Adobe Reader or Acrobat.

You may also be required to bring a device to your class sessions, to access your course materials, or you may choose to print your own hard copies. If you'll have any difficulties with this, you will have to inform the Training Coordinator in advance.

Please be aware that as the Victorian Chamber is moving towards a paper-free classroom and office, hardcopies of course materials may not be available or be limited and fees may apply to get this organised on an individual basis.

Online - Connected in real time delivery option (Zoom):

Participants must also have basic abilities to use electronic devices to connect to an online meeting platform (Zoom) and participate effectively in an online - type of learning environment.

Additional information will be provided at enrolment, if necessary.

Pathways into the qualification

Preferred pathways for participants considering this qualification include:

- with a Certificate IV in Frontline Management, Certificate IV in Leadership and Management or other relevant qualifications or courses; OR
- with vocational experience but without a formal management/ leadership qualification

Participants seeking entry based upon their vocational experience or for workplace-based traineeships enrolment should generally be in job roles including:

- Coordinators; leading hands; supervisors
- Team leaders wanting to up-skill to become business unit or department managers
- Experienced managers who already are managing teams and departments and desire formal qualifications
- Individuals requiring formal management qualifications in order to apply for promotion or seek other employment opportunities

Pathways to completion and further studies

Pathways to completion of this qualification include:

- Course attendance and assessment
- RPL / Credit Transfer for partial or full qualification
- A combination of the above

Units completed in this program may be credited towards other qualifications through a national recognition process.

After achieving this qualification participants may undertake the Advanced Diploma of Leadership and Management or other similar or higher-level qualifications.

2.3 Course Content

Packaging rules:

Total number of units = 12

- 6 core units, plus
- 6 elective units, which must be selected according to the packaging rules available at https://training.gov.au/Training/Details/BSB50420

Units of competency to be studied

The following units of competency have been selected in consultation with industry experts and they must all be successfully completed by participants to become eligible for the Diploma of Leadership and Management.

Other elective options

For increased flexibility and better providing for participants' diverse work and learning needs, other electives may be selected by participants for RPL/ CT- purpose only, by the traineeship trainees, or for onsite/ customised courses according to the Packaging Rules.

Elective units must be relevant to the work environment and the qualification, maintain the integrity of the Australian Qualifications Framework alignment, and contribute to a valid, industry-supported vocational outcome. Other elective options must be approved by the Executive Manager, Training Services and conditions apply.

Examples of other elective units for RPL / Credit Transfer purpose, for traineeships or for onsite/ customised courses can be found at the above link.

Unit descriptor and application

The following units apply to people whose work, at this level, will normally be carried using complex and diverse methods and procedures as well as a range of problem solving and decision-making strategies, which require the exercise of considerable discretion and judgement.

No licensing, legislative or certification requirements apply to these units at the time of publication.

1. BSBPEF501 - Manage personal and professional development

This unit describes the skills and knowledge required to implement systems and process that support the personal and professional development of self and others.

The unit applies to individuals working in a range of managerial positions who are accountable for the development and performance of others.

https://training.gov.au/Training/Details/BSBPEF501

2. BSBPEF502 - Develop and use emotional intelligence

This unit describes the skills and knowledge required to develop and use emotional intelligence to increase self-awareness, self-management, social awareness and relationship management in the workplace.

The unit applies to individuals who are required to identify, analyse, synthesise and act on information from a range of sources and who deal with unpredictable problems as part of their job role. These individuals may be responsible for leading a team or work area.

https://training.gov.au/Training/Details/BSBPEF502

3. BSBCMM511 - Communicate with influence

This unit describes the skills and knowledge required to present and negotiate persuasively, lead and participate in meetings and make presentations to customers, clients and other key stakeholders.

The unit applies to individuals who are managers and leaders required to identify, analyse, synthesise and act on information from a range of sources, and who deal with unpredictable problems as part of their job role. They use initiative and judgement to organise the work of self and others and plan, evaluate and co-ordinate the work of teams.

https://training.gov.au/Training/Details/BSBCMM511

4. BSBOPS502 - Manage business operational plans

This unit describes the skills and knowledge required to develop and monitor the implementation of operational plans to support efficient and effective workplace practices and organisational productivity and profitability.

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

https://training.gov.au/Training/Details/BSBOPS502

5. BSBTWK502 - Manage team effectiveness

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

The unit applies to individuals working at a managerial level who lead and build a positive culture within their work teams.

https://training.gov.au/Training/Details/BSBTWK502

6. BSBLDR523 - Lead and manage effective workplace relationships

This unit describes the skills and knowledge required to lead and manage effective workplace relationships.

The unit applies to individuals in leadership or management positions who have a prominent role in establishing and managing processes and procedures to support workplace relationships. These individuals apply the values, goals and cultural diversity policies of the organisation.

https://training.gov.au/Training/Details/BSBLDR523

7. BSBLDR522 - Manage people performance

This unit describes the skills and knowledge required to manage the performance of staff that are direct reports.

The unit applies to individuals who manage people. It covers work allocation and the methods to review performance, reward excellence and provide feedback. The unit makes the link between performance management and performance development and reinforces both functions as a key requirement for effective managers.

https://training.gov.au/Training/Details/BSBLDR522

8. BSBOPS504 - Manage business risk

This unit describes skills and knowledge required to manage business risks in a range of contexts across an organisation or for a specific business unit or area in any industry setting.

The unit applies to individuals who are working in positions of authority and who are approved to implement change across the organisation, business unit, program or project area. They may or may not have responsibility for directly supervising others.

https://training.gov.au/Training/Details/BSBOPS504

9. BSBCRT511 - Develop critical thinking in others

This unit describes the skills and knowledge required to develop critical and creative thinking skills in others within a workplace context.

The unit applies to individuals who are developing and coaching others, for whom critical thinking skills (including analysis, synthesis, and evaluation) are an important part of their job roles. This unit applies to individuals who are typically responsible for leading teams.

https://training.gov.au/Training/Details/BSBCRT511

10. BSBFIN501 - Manage budgets and financial plans

This unit describes the skills and knowledge required to undertake financial management in an organisation or work area. It includes planning and implementing financial management approaches and supporting and evaluating effectiveness of financial management processes.

The unit applies to managers in a wide range of organisations and sectors who have responsibility for the effective use of financial resources within work teams. They are responsible for ensuring that financial resources are managed in line with the financial objectives of the team and organisation.

https://training.gov.au/Training/Details/BSBFIN501

11. BSBPMG430 - Undertake project work

This unit describes the skills and knowledge required to undertake a minor 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.

The 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.

https://training.gov.au/Training/Details/BSBPMG430

12. BSBLDR601 - Lead and manage organisational change

This unit describes the skills and knowledge required to lead and manage organisational change.

The unit applies to managers with responsibilities that extend across the organisation or across significant parts of a large organisation. They may have a dedicated role in human resources management, workforce development, or work in a strategic policy or planning area.

https://training.gov.au/Training/Details/BSBLDR601

2.4 Recognition of Prior Learning (RPL) / Credit Transfer

Participants are advised upon registration that RPL and Credit Transfer options are available, and they must start upon enrolment, and preferably be completed before the course commences.

This will allow participants who were unsuccessful, to enrol in and complete all the required units in their qualification.

Students are not permitted to enter RPL arrangements after they have attended their units (or missed them), after missing assessment deadlines or after being assessed NYC (or in any other similar situations).

The RPL option must not be used by students as a means to avoid consequences for non-attendance and/ or non-submission of assessments, during the course delivery or within the allocated assessment period after the workshops.

National Recognition

Under the national recognition process, RTOs are required to recognise qualifications and statements of attainment issued by another RTO.

As such, direct credit under the national recognition requirement will be granted for previously achieved units of competency that have the exact same code and title as the units in the current qualification the student is enrolled in.

RPL and Credit Transfer

Victorian Chamber may grant credit transfer for equivalent common units from superseded or other qualifications previously achieved by participants (or for other electives; conditions apply).

An indicative list of equivalent units that might be used towards credit transfer is provided in the table below, as reference only:

BSBCMM511 Communicate with influence	BSBLDR513 Communicate with influence	BSBLDR503 Communicate with influence
BSBCRT511 Develop critical thinking in others	BSBCRT502 Develop critical thinking in others	-
BSBOPS502 Manage business operational plans	BSBMGT517 Manage operational plan	-
BSBPEF502 Develop and use emotional intelligence	BSBLDR511 Develop and use emotional intelligence	BSBLDR501 Develop and use emotional intelligence
BSBTWK502 Manage team effectiveness	BSBWOR502 Lead and manage team effectiveness	BSBWOR502A/B Ensure team effectiveness
BSBFIN501 Manage budgets and financial plans	BSBFIM501 Manage budgets and financial plans	BSBFIM501A Manage budgets and financial plans
BSBLDR522 Manage people performance	BSBMGT502 Manage people performance	BSBMGT502A/B Manage people performance
BSBOPS504 Manage business risk	BSBRSK501 Manage risk	BSBRSK501A/B Manage risk
BSBPMG430 Undertake project work	BSBPMG522 Undertake project work	BSBPMG522A Undertake project work; or BSBPMG510A Manage projects

Note that if credit is sought based on units listed in the 3rd column above (or other similar), evidence of current engagement/ work experience in a relevant management role where the respective competencies are routinely used is mandatory.

If credit transfer is not suitable, students may consider the RPL path, which draws on a variety of types of evidence (e.g. prior learning and education, past and current work experience, volunteering, etc.) to confirm competency in a particular subject.

Refer to your Participant Handbook or contact the Training Coordinator for more information on the RPL / CT and the national recognition processes.

2.5 Attendance

Attendance at all scheduled training sessions is compulsory for assessments to be considered. The assessments will also be discussed during those workshops and students' engagement and participation will be observed by the trainer/assessor. Students who missed classes or left the session early, will have to attend make-up classes, as directed by the Victorian Chamber.

Assessments submitted without attending the unit unfortunately cannot be considered as there will be no evidence of actual participation in training for that unit, as required.

For all modes of delivery, attendance will be marked at the beginning of each scheduled session, when your ID will also be checked.

Online:

Attendance is required online for the entire duration of each scheduled session and it will be monitored by the trainer and recorded via Zoom. Logging-off on unapproved breaks except for technical failure may result in participants having to retake the session (fees may apply).

If the session is compromised or missed by any of participants due to issues outside of their control, the trainer will address the situation on a case by case basis, including ensuring the participant will be able to re-enrol in a future session, to no detriment to them.

For more information about attendance and make-up classes please refer to you Participant Handbook or contact the Training Coordinator.

2.6 Training Delivery

This training course may be provided through a range of flexible delivery and assessment methods to meet the individual needs of students and employers, including:

- Classroom-based (non-traineeship)
- Workplace-based traineeship (structured, on/ off-the-job training and workplace-based applied learning)
- Onsite classroom-based (non-traineeship)
- Online – connected in real time delivery (live online via Zoom) – temporary option

This program is delivered through a combination of guided learning workshops, reading through and undertaking the activities in the Participant Guides to understand the underpinning theoretical concepts, and self-directed learning and workplace-based assessment activities.

The traineeship course will be provided on-the-job, off-the-job or a combination of these, as most appropriate for the needs of the participants and the employers, and it also involves the undertaking the non-routine applied learning activities in the workplace, along with the completion of workplace-based assessments.

The trainers will use a variety of techniques to introduce the learning topics, which may include: presentation, group discussion, demonstration, role play, simulation, and practice activities.

The workplace-based learning and assessment schedule and activities for participants enrolled in a traineeship course are provided to you as guidelines in Part 3 of your Training Plan.

Online-Zoom sessions may be recorded and saved for a limited time in case students would want to access them; any Zoom assessment demonstration tasks will be recorded and saved as evidence of assessment and for audit purposes.

Student technical and wellbeing support during Zoom sessions:

The trainer will check the ergonomics with the students at the beginning of the session and will allow for and schedule extra breaks and physical movement during the session.

The course session will be monitored by the Victorian Chamber ICT technicians and support and assistance will be provided should the need arise during the session/ course. Such support cannot be extended to issues like internet/ NBN or personal technology failure; Vic Chamber will endeavour to assist participants on a case by case basis.

2.7 Assessment Methods and Requirements

To demonstrate competency for the units in this qualification, participants will be required to complete all the units' assessment tasks and activities provided.

The assessments are designed to gather evidence that demonstrates consistent performance of typical activities experienced in the management and leadership field of work. Therefore, the assessment will comprise a number of assessment tasks to be undertaken in the workplace or in a simulated work environment.

The methods of assessment may include the following: written questions and answers, case studies / scenarios, role play/ demonstrations, projects and portfolios, or supervisor/ third party reports. Additionally, other tools may be used for traineeships, such as training log and supervisor report.

If the assessment requires samples of documentation from the workplace, they must be attached to the corresponding task, careful to remove / block out any confidential information.

You should answer the assessment tasks using the information provided in the learning materials and the context of your own workplace (or provided case studies/scenarios) or by accessing the virtual businesses documentation and context.

Some assessments may require you to record a video as you are demonstrating / role-play your task to a group of people in the workplace or elsewhere and submit the file as part of your assessment portfolio; you may also be required to demonstrate the task directly to your assessor via Zoom. Your trainer/assessor will clarify all the requirements with you and assist with different arrangements for collecting evidence if this is not possible.

IMPORTANT NOTE: Even if you are conducting the assessment in a simulated environment, you are still required have access to a number of people with sufficient knowledge and experience necessary for the required task roles.

All participants will be supported by their trainer/ assessor to complete their out-of-class assessments via email and telephone or online (Zoom, Teams, Skype, etc), as needed. The Victorian Chamber regularly monitors course progress and participants are also encouraged to liaise with their trainer regarding their progress or to arrange for an assessment consultation, if necessary.

It is expected that non-traineeship participants will informally contact their assessor to discuss assessment progress and clarify issues as needed for the duration of the course, for up to two hours per unit in total (i.e. not in a 2-hours block).

Traineeship participants may have scheduled a one hour assessment-related session with their assessor each month for the duration of their course. The trainers/assessors will visit the traineeship trainees regularly in the workplace as agreed prior, and arrangements will be made to ensure that workplace-based participants have the opportunity and support for learning, practice and completing of assessments.

2.8 Course Materials

At the beginning of your course, you will receive all the necessary learning and assessment materials, which may include Learner Guides and Assessment Workbooks. Your training resources will be provided to you via email in electronic format (pdf and word files), as an online access link, or a combination of those.

The course materials are the main study material for your qualification; they are meant to guide you through each unit and consist of essential information on the topic (the underpinning theory), reflective activities, case studies and scenarios, and activities to help you practice what you have learned and to self-assess your knowledge and understanding.

Your trainer/assessor may also provide you with a range of supporting materials and refer you to the appropriate resources for extra reading and more in-depth information.

For the onsite participants or trainees in the workplace, learning materials may be customised to increase relevance to their specific work environment and/or supplemented with appropriate workplace documentation (e.g. policies, procedures, forms).

The participants will also be provided with unlimited online access to a virtual business to assist them in case their access to a workplace is limited or to supplement their workplace documentation and situations.

Virtual Workplace Resources

The qualification resources used are supported by the simulated (virtual) online business Bounce Fitness that provides a simulated and real workplace pathway to course completion. Students will access Bounce Fitness with the code provided, and find a comprehensive range of policies and procedures, templates, case studies, scenarios, and other resources and files required for assessment.

Accessing the Intranet Pages and External Links

Throughout the learning and assessment materials students will be referred to access intranet pages (simulated businesses) and/or external webpages. Links to these intranet pages and external webpages are formatted in Blue Underlined Text. To access these, hold the Ctrl key for Windows users or the Command ⌘ key for Mac users while clicking on these links.

The simulated work environment can be accessed using the login details provided at the beginning of your course by the Training Coordinator.

2.9 Time Commitment and Course Duration

The Volume of Learning includes all activities that are required to be undertaken by the typical student to achieve the learning outcomes. According to the Australian Qualifications Framework, the recommended volume of learning for a diploma course is 1 – 2 years (or 1200 - 2400 hours), based on full-time study.

The total course duration for this qualification is 18 months (total amount of training 1800 hours), which under the current Training and Assessment Strategy includes a total of 730 nominal hours.

To successfully complete all the requirements to gain the qualification as part-time study, within the course duration, requires a significant personal time commitment from participants. Participants should allocate an average of 10 hours per week to work through the learning materials, undertake the self-directed learning activities and complete the assessments.

For the classroom - based course there are 12 face-to-face workshops scheduled for delivery one day per fortnight over 23 weeks (12 days x 7 hours).

Each scheduled workshop requires participant's presence for 7 hours in the classroom or online (excluding breaks).

The participants in a non-traineeship enrolment will usually have 12 months from the date of the last scheduled workshop to submit all the assessments and complete the course. A different assessment deadline may be

provided to you upon enrolment. This schedule allows a reasonable time for self-directed study, workplace practice and assessment preparation.

You will have to email your assessments to the Training Coordinator, unless otherwise instructed. All assessment work must be submitted by the end of the course.

Where participants are able to demonstrate extenuating circumstances, an extension for assessment submission may be granted. However, that will not be approved beyond a maximum of 24 months from the course commencement date. This will ensure opportunity for achieving competency, whilst also maintaining the currency of learning.

It is highly recommended that from the beginning of your course you schedule study time in your routine and plan to prepare and submit your assessments progressively during the course, and not try to fit everything in as the deadline approaches.

The traineeship assessments will be scheduled in agreement with the participant and the employer and are expected to be completed progressively. Assessments must be submitted (handed over) to the assessor on the agreed dates.

The nominal course end date (non-traineeship) is usually 12 months from the date of the last scheduled workshop or as instructed; this is when all the assessments are due, at the latest.

For more detailed information about the training and assessment process, methods and requirements, refer to the Participant Handbook and seek clarification from your Trainer/ Assessor.

2.10 Workshops Schedule

Session Day	Unit Code and Title	Core / Elective	Scheduled Nominal Hours	Course Week
1	BSBPEF501 Manage personal and professional development	E	60	Week 1
2	BSBCMM511 Communicate with influence	C	60	Week 3
3	BSBCRT511 Develop critical thinking in others	C	50	Week 5
4	BSBPEF502 Develop and use emotional intelligence	C	60	Week 7
5	BSBLDR522 Manage people performance	E	70	Week 9
6	BSBTWK502 Manage team effectiveness	C	60	Week 11
7	BSBOPS504 Manage business risk	E	60	Week 13
8	BSBPMG430 Undertake project work	E	60	Week 15
9	BSBOPS502 Manage business operational plans	C	70	Week 17
10	BSBFIN501 Manage budgets and financial plans	E	70	Week 19
11	BSBLDR601 Lead and manage organisational change	E	60	Week 21
12	BSBLDR523 Lead and manage effective workplace relationships	C	50	Week 23
	Total scheduled nominal hours		730	

Please note that this schedule might change during your course; the Training Coordinator will contact you with the necessary updates.