

Careerforce

Diploma in Business

New Zealand Diploma in Business
Leadership and Management (Level 6)



Careerforce
te toi pūkenga

Qualifications for Life. Skills for Good.



LEVEL 6

CREDITS:
120

New Zealand Diploma in Business

| Leadership and Management

Enhance the leadership and management skills of managers and leaders to achieve their organisation's strategic objectives.

This leadership and management programme is for leaders and managers with direct reports and strategic management responsibilities.

The programme has been developed specifically for those working in the health, mental health, aged support, disability, social services, youth work, cleaning and urban pest management sectors and will recognise current knowledge and skills that are required to contribute to the achievement of an organisation's strategic objectives.

This programme leads to the New Zealand Diploma in Business (Level 6) Leadership and Management. The programme was developed in consultation with the sectors that Careerforce supports and reflects the skills, knowledge and competencies that the sector identified in addition to the core outcomes from the qualification.





Qualification Overview

The purpose of this qualification is to provide Aotearoa New Zealand with people who have general and specialised business knowledge and skills that can be applied in a range of strategic contexts.

Graduates will benefit Aotearoa New Zealand by contributing to the achievement of business strategic objectives, through the application of knowledge and skills, in an ethical and inclusive manner in accordance with the principles of te Tiriti o Waitangi (the Treaty of Waitangi), and in a multi-cultural environment.

Graduates of this qualification will be able to:

- contribute to a business entity's strategic objectives and strategic plan.
- apply broad knowledge of the principles and practices of operations, management accounting, marketing/sales, human resources, and risk management, to support strategic objectives of a business entity.
- contribute strategically to innovation and organisational change in a business entity.
- develop and maintain strategic business relationships with stakeholders to support the performance of a business entity.
- apply knowledge of the origin of te Tiriti o Waitangi to analyse how the resulting bi-cultural partnership can be applied to strategic business activities and relationships.

There are **4 modules** in this programme:

01 Design and Develop Strategic Objectives

02 Strategies for Environmental Factors

03 Goals, Innovation and Change

04 Lead and Manage Strategically

Supporting Staff

Learners undertaking this programme will benefit from the development of knowledge, as well as the recognition of their existing skills and knowledge which will enhance their ability to contribute to their strategic roles.

The organisation will benefit by having leaders and managers who are independent and confident enough to make decisions using a sound framework for decision-making as they apply agile thinking and handle complex or unfamiliar situations.

To complete the programme, learners will need the support of their organisation, as they will need to refer to the organisation's:

- strategic objectives.
- values.
- policies, procedures and workplace practices.
- compliance and legislative requirements including health and safety.

They may also need to refer to sector standards, codes and guidelines.

It is expected that the employer will also have an organisational culture that supports professional development.

A Careerforce Advisor will work with the learner to identify their suitability for this programme.

Time

The time required to complete the programme is dependent on the experience level of the learner, the support level provided by the organisation, and the learner's motivation to complete the programme.

Careerforce estimates that a learner will take approximately 18-24 months to complete the programme.

Aka Toi

People undertaking this programme will have access to Aka Toi, Careerforce's online learning and assessment tool. This is where the assessments are located. There are also links to suggested learning resources to support the learner's journey.

Those who are new to Aka Toi, should ask Careerforce for a demonstration.

Assessment

The assessments for this programme include the learner responding to assessment tasks, gathering suitable workplace evidence or examples of work, and Kōrero Matanga (where there are minor gaps in the written work and/or the workplace evidence presented).

Kōrero Matanga is a structured professional conversation between the learner and assessor. It enables the learner to demonstrate their knowledge and skills through story-telling and sharing experiences. Kōrero Matanga can be either face-to-face, or by phone/Skype.

Learner Support from Careerforce

Careerforce provides several support mechanisms for all learners throughout the programme.

Alongside one-to-one contact with the assigned assessor, Careerforce provides:

- a monthly newsletter dealing with topical issues (relevant to the programme).
- a substantial, and ever-improving, library of resources on Aka Toi.
- hosting of regional forums and hui to help connect the learner population, share stories, and discuss topic issues.
- publication of topic-specific bulletins designed to assist with the learner's understanding of the requirements of the modules, tasks, and assessment questions in the programme.

Programme Suitability and Expected Commitment

This programme is ideal for someone currently in a strategic management or leadership role.

Critical to the success of the person undertaking this programme is the support of their employer. It is not suitable for sole traders or single-person businesses.

To be suitable for this learning programme, learners:

- should have opportunities to engage in the following:
 - Manage staff and staff performance.
 - Manage business activities, which may include budgets, sales and marketing, risk management etc.
 - Contribute to strategic planning processes.
 - Contribute to contract management and compliance processes.
 - Undertake problem solving and decision-making activities.
 - Engage with stakeholders.
- must be prepared to self-manage their learning.
- will be prepared to attend workshops and programmes, as required, to support their learning. This will be at their own or their employers cost.
- need to be able to identify appropriate attesters and observers.
- are required to have a good level of proficiency in English.
- are required to have a good level of computer literacy.

Workplace Suitability and Expected Commitment

To be able to support staff to complete this learning programme, employers should:

- allow study time and internet access for their learner.
- continue to provide mentoring and coaching to their staff.
- enable participation in workshops and supplementary training programmes as required to support the gaps in learning.
- enable access to key documents (used as workplace evidence).
- provide attesters and observers as required.
- support external funding applications where appropriate.

Cost

The qualification fee is \$2,000 incl. GST.

Some grants and funding may be available. Discuss with your Careerforce Advisor.

Process Overview

Step 1: Identify Suitability

- Contact a Careerforce representative to discuss the programme and suitability for the organisation and the learner. This discussion will include whether the learner can complete all the required subject areas.
- Submit an Expression of Interest through our website www.careerforce.org.nz and your application will be assessed to ensure that your role will support the evidence requirements of the programme

Step 2: Getting Started

- Once accepted into the programme, learners will meet with the Careerforce-assigned assessor. This meeting is to ensure the learner fully understands how assessment will occur.
- In this meeting the assessor will discuss the types of evidence to collect. The assessment documents provide guidance on the types of evidence that support the assessment.
- The assessor and learner will review the four assessments.
- The assessor and learner will develop a plan that enables completion of the assessments. The learner is encouraged to share this plan with their employer.

Step 3: Completing the Programme

The learner will complete the assessments based on the plan developed in Step 2.

- It is expected that the learner will undertake self-directed learning to fill any gaps in their skills and knowledge.
- Assessment documents are completed by the learner (or their observer where applicable).
- Assessment documents and evidence are submitted to the assessor.
- The assessor will review the assessments and evidence and may request additional information or undertake Kōrero Matanga to further validate skills and knowledge.
- In some instances, attestation may be required. An attester testifies to the evidence that supports completion of task requirements or that the learner has appropriate skills and knowledge.

The learner may have a final interview (Kōrero Matanga) with the assessor. Any questions for the discussion will be prepared by the assessor.

Evaluation and Review

Careerforce evaluates all programmes to both understand the difference they make and to enable continuous improvement. Careerforce also participates in independent NZQA consistency reviews which support the credibility of our programmes by providing assurance that all graduates meet the outcomes to an equivalent New Zealand standard, no matter where they complete their learning and assessment. Employers and those engaged in this programme are asked to provide feedback to inform evaluation and review.





Module Overview

AKA TOI:
BUS601

01 Design and Develop Strategic Objectives

This module assesses a learner's contributions to the efficient and effective achievement of their organisation's objectives at a strategic level.

The learner's answers and a collection of evidence will demonstrate their ability to:

- research, evaluate and communicate information.
 - Research undertaken will support the design and development of strategic objectives regarding their organisation's purpose or future direction.
 - The learner will also be assessed on their communication with internal and external stakeholders about the research.
- design and develop strategic objectives for implementation.
 - This includes the selection of two organisational areas for improvement that will enhance the organisation's purpose and/or future direction.
 - The learner will develop strategic objectives and lead their team to complete tasks in support of achieving that strategic objective.
- develop strategic relationships for designing and developing the organisation's objectives.
 - This includes identifying internal and external stakeholders and showing that relationships with them have been developed and maintained as part of the design and development of objectives process.
- resolve complex situations and challenges.
 - Analysis and problem-solving skills and techniques that contribute to resolving a complex situation or challenge. This may apply to strategic management areas such as: marketing, financial skills including budget management, contingency planning, succession planning, data management, evidence-based management and results-based accountability.
- model appropriate behaviour.
 - At a strategic level, demonstrate how to model professional, ethically, socially and culturally appropriate behaviour.
 - Setting standards and policies to create the right culture.
- apply business knowledge for strategic efficiency and effectiveness.
 - This includes helping the organisation achieve its strategic objectives more efficiently and effectively through the contribution of business knowledge.
 - *Note: Business knowledge includes knowledge of principles and practices of operations, accounting, sales and marketing, human resources, risk management.*
- research improved business performance for strategic objectives.
 - This is an opportunity to select an area relevant to the sector such as: workforce management, relationship management, social enterprises, fundraising and/or social investment, or collaboration.
- analyse and solve problems to achieve strategic objectives.
 - This includes applying analysis and problem-solving skills to contribute to achieving two instances of the organisation's strategic objectives.
- analyse how the business knowledge has been applied.
 - An opportunity to demonstrate evidence that the application of business knowledge to achieve the organisation's strategic objectives has been analysed and justified.

02 Strategies for Environmental Factors

This module assesses the competence of the learner in developing strategies for managing the impact of environmental factors and their effects on their organisation's performance.

The learner's answers and a collection of evidence will demonstrate their ability to:

- manage the impact of environmental factors on performance.
 - Developing strategies for managing the impact of environmental factors (political, economic and social factors, technological aspects, legalities and Te Tiriti o Waitangi) on the organisation's performance.
- assess the effects of the strategies developed.
 - Demonstrate that the effects to the organisation of each of the two strategies chosen, have been assessed.
 - Requirements should address the organisation's purpose and goals, future development of the organisation, the organisation's external operating environment and its internal processes, accountabilities and relationships.
- strategically apply te Tiriti o Waitangi and bi-cultural relationships.
 - This includes how te Tiriti o Waitangi is applied to areas of the organisation's business activities.
 - In terms of bi-cultural partnerships, te Tiriti o Waitangi is applied at a strategic level into specific examples of relationships within the organisation.

03 Goals, Innovation and Change

This module assesses the ability of the learner to contribute to innovation and organisational change in strategic contexts. It also assesses the ability of the learner to manage business activities to achieve their organisation's strategic goals.

The learner's answers and a collection of evidence will demonstrate their ability to:

- lead and manage projects/initiatives.
 - This includes outlining a planning cycle from inception through to completion using key process management activities such as: planning the project, planning quality, refining the business case, identifying risks, setting up project controls, tracking progress completion and evaluation.
- manage and access resources.
 - This includes considering resources such as: land, people, capital, time information, learner skills and management expertise, and how they have been managed and accessed to improve organisational performance.
- analyse and apply financial information.
 - Providing budgets, forecasts and variances, cash flow statements, financial plans and results and show how information is analysed and applied to decisions and forecasting.
- facilitate and implement change.
 - Addressing performance needs to enable organisational change, by reviewing learning, performance capability and improvement needs.
- engage with the strategic vision.
 - Communication of the strategic vision to internal and external stakeholders, in an engaging, effective way that enables feedback.

- comply with relevant laws, policies and regulations such as workplace health and safety or privacy issues.
- analyse global impacts on goals and business practice.
 - Analysing risks and opportunities that arise from external influences both inside and outside New Zealand. Examples may include the impact of immigration and visa laws, Trans-Tasman relationships etc.
- support strategic innovation and organisational change.
 - This includes helping the organisation achieve its strategic objectives because of the learner's innovative contribution.
- research and communicate innovation and change.
 - Applying research, data collection and analysis and communicating to stakeholders.
- develop and maintain strategic stakeholder relationships.
 - Communication with stakeholders to advance achievement of the organisation's objectives and identification of the impact of the communication.
- analyse and solve complex situations and challenges.
 - For two complex and challenging situations, applying problem solving and decision-making skills to achieve the organisation's strategic objectives.
- motivate learner engagement and productivity.
 - Improving learner motivation and emotional commitment to the organisation and its goals.
- model appropriate behaviour.
 - This includes setting standards for, and displaying professional, ethical, socially and culturally appropriate behaviour.
- analyse and justify innovation and change.
 - Evidence of improved achievement of strategic objectives demonstrates more efficient and more effective results.

04 Lead and Manage Strategically

This module assesses the learner's ability to lead and manage people to achieve the organisation's strategic objectives.

The learner's answers and a collection of evidence will demonstrate their ability to:

- lead and manage people to achieve personal goals.
 - Providing leadership that enables staff to achieve their personal goals (that are aligned to the organisation's goals).
 - Understanding how a person's reasoning, feelings and behaviour together make up their personality.
 - Applying and adapting different styles of leadership and management to suit different situations and behaviours of individual team members.
- facilitate and implement strategic change.
 - Developing project plans, supporting team to carry out tasks, providing recognition and feedback.
- engage with the strategic vision.
- communication with internal and external stakeholders.
- lead the organisation's culture and model the organisation's values.
 - Developing a positive workplace culture according to organisational values and maintaining engagement and commitment from team members.
- ensure that workplace policies and procedures comply with all relevant legislation.



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