

# 22230VIC Graduate Certificate in Management

**Accredited for the period: 1<sup>st</sup> January, 2013 to 31<sup>st</sup> December, 2017** under  
Parts 4.4 and 4.6 of the *Education and Training Reform Act 2006*





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**Section A: Copyright and course classification information**

<b>1. Copyright owner of the course</b>	Copyright of this document is held by the Department of Education and Early Childhood Development (DEECD) Victoria © State of Victoria 2013
<b>2. Address</b>	Department of Education and Early Childhood Development (DEECD) Executive Director Pathways, Participation and Youth GPO Box 266 Melbourne Victoria, 3001  Day to day contact:  Alan Daniel Curriculum Maintenance Manager – Business Industries Chisholm Institute PO Box 684, Dandenong, Victoria, 3175 Ph: (03) 9238 8501 Fax: (03) 9238 8504 email: <a href="mailto:alan.daniel@chisholm.vic.edu.au">alan.daniel@chisholm.vic.edu.au</a>
<b>3. Type of submission</b>	This qualification is being submitted for re-accreditation.  Previous codes and nomenclature:  21867VIC Graduate Certificate in Management
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<b>6. Course accrediting body</b>	Victorian Registration and Qualification Authority (VRQA)  Level 4 Casselden Place 2 Lonsdale Street Melbourne Vic 3000  Ph: 03 9637 2806 Website: <a href="http://www.vrqa.vic.gov.au/">http://www.vrqa.vic.gov.au/</a>

Section A: Copyright and course classification information

<b>7. AVETMISS information</b>	<b>ANZSCO</b> <i>(Australian and New Zealand Standard Classification of Occupations)</i>	<i>1112-11 General Managers</i>
	<b>ANZSIC code</b> <i>(Australian and New Zealand Standard industrial Classification – industry type)</i>	<i>7855 Business Management Services</i>
	<b>ASCED code</b> <i>(Field of Education)</i>	<i>0803 Business and Management</i>
	<i>National course code</i>	<i>22230VIC</i>
<b>8. Period of accreditation</b>	1 <sup>st</sup> January, 2013 to 31 <sup>st</sup> December, 2017	

## Section B: Course information

<b>1. Nomenclature</b>		<i>Standard 1 AQTF Standards for Accredited Courses</i>
<b>1.1 Name of the qualification</b>	22230VIC Graduate Certificate in Management	
<b>1.2 Nominal duration of the course</b>	Nominal duration of course is 310 – 340 hours as the anticipated hours of supervised learning deemed necessary to adequately present the educational material of the course. However, a significant number of additional hours of unsupervised learning are expected, including research, work experience and/or industry based learning to support successful course completion.	
<b>2. Vocational or educational outcomes</b>		<i>Standard 1 AQTF Standards for Accredited Courses</i>
<b>2.1 Purpose of the course</b>	<p>Graduates of the qualification will be able to meet the current and future industry requirements to effectively work within complex senior and middle management roles across a wide range of industry sectors with the skills and knowledge to oversee the: development, resourcing and integration of organisational strategic business planning; development and implementation of innovation and its corollary, management of people, change, and organisational culture; management of risk and compliance, and, depending on individual or combined management focus, a range of specific functions of marketing; human resource practices; global business opportunities; financial resources and/or sustainability.</p> <p>The vocational outcomes of the course are to:</p> <ul style="list-style-type: none"> <li>• effectively drive an organisational strategic direction by acting as a conduit between the operational and the strategic levels</li> <li>• recognise triggers and emerging trends that create issues of strategic and operational importance and to manage responses</li> <li>• develop and design strategic business plans based on in-depth research and analysis</li> <li>• oversee the resourcing and implementation of strategic business planning across a broad range of organisational contexts</li> <li>• develop the capacity of individuals and groups to engage in sustainable innovation practices and to manage change within organisational contexts</li> <li>• apply effective communication techniques and networking strategies to underpin ethical and co-operative relationships between stakeholders across a range of local and global stakeholder groups</li> <li>• manage risk and compliance requirements for both local and global contexts</li> <li>• apply project management techniques, tools, frameworks and methodologies that are appropriate across a range of individual or multiple business development projects</li> <li>• apply a range of business and management knowledge, skills and methodologies to oversight of strategic planning and operations of one or more specific functions outlined above.</li> </ul>	

3. Development of the course	Standards 1 and 2 AQTF Standards for Accredited Courses
<p><b>3.1 Industry / enterprise / community needs</b></p>	<p>Management and leadership skills and knowledge are required across all industry sectors.</p> <p>During any given month over recent years and up until time of writing, somewhere in the region of eight or nine thousand middle to senior management positions are advertised.</p> <p>A sample job search undertaken during April -May, 2012, reveals more than 10,000 management positions were advertised across Australia. The category of Manager has over 7,000 available positions. Please see <a href="#">Appendix 1.2 Training demand/Job Search</a></p> <p>There is also a host of positions advertised under specific categories. Although there is some overlap of numbers between categories and the comprehensively larger totals of the two generalist management listings (Manager / Senior manager), the argument remains that there is an 'above average'<sup>1</sup> demand for skilled management personnel.</p> <p>Advanced to senior management positions delineate a level of complexity and responsibility commensurate with holding a graduate qualification.</p> <p>The predominant skills sought by employers are the critical elements of management and leadership as described in the core units of the Graduate Certificate in Management. Any combination in choice of the elective units further meets selection criteria requirements across an extraordinary range of employment opportunities.</p> <p>Mid-cycle review of the course and the current re-accreditation Steering Committee and project team members have confirmed the skills and knowledge areas required for advanced practitioners in management, applicable across all industry sectors as comprising core areas plus a range of key supporting specialisations.</p> <p>The core units are based on critical aspects of complex/senior management work, including: strategic planning, resourcing and strategy integration; innovation development and implementation. Compliance, risk management, managing people and organisational culture, as well as managing multiple projects further support the critical aspects of complex/senior management work across all industry sectors and organisational contexts. Depending on the focus or scope of an organisational or individual management role, further management concentrations most commonly needed by industry and supported by the current job availability research, outlined in Appendix 2.2, are: finance; marketing; human resources; international business, and sustainability. A salient and essential feature of the course content is an obvious interrelationship and interdependence between the units of competency.</p> <p>In 2010, 145 students were enrolled in 21867VIC Graduate Certificate in Management making it the highest enrolment of any Victorian Graduate Certificate. Enrolments for 2011 remained at the same high level.</p>



RTOs that deliver the GC in Management (principally, Holmesglen, Chisholm, William Angliss and Victorian University) report a high interest in the new structure and content of the qualification. The majority of enquiries come from a broad range of industry sectors. Whilst Victoria University concentrates mostly on skills recognition applicants, the other RTOs report projected enrolments for second semester of 2012 of well over 100 students from diverse backgrounds. The expectation is that figures will remain strong into 2013 and beyond.

William Angliss already has a strong market with Hilton Hotels in Singapore with a new group commencing in second semester. For 2013, William Angliss has established a reach across Asia-Pacific including a candidature of 14 students from China. Furthermore, William Angliss has a planned rollout for delivery of the qualification across its European market for 2014.

These solid enrolment figures and evidence of market expansion, confirm that the course structure and content meet the industry and further education need for clearly defined, higher-order management training that addresses critical elements of business and management with opportunities to add related focuses in: marketing; human resources; international business; finance and/or sustainability.

After mapping vocational outcomes against national training packages, it was found that there is no qualification that provides training in the vocational outcomes (Section B 2. above) required for effective contribution within the organisational management sector.

There remains a high importance of the course providing a theoretical framework for personnel who do not have formal qualifications but who do have considerable experience in business and management and who delight in learning to place their experience within conceptual language.

Both industry and RTO representatives report a very high incidence of managers/personnel, without formal qualifications, who benefit greatly in career advancement by undertaking this qualification.

The main target groups comprise:

- practitioners who aspire to middle management roles and wish to further develop their knowledge and skills in that area
- practitioners who have significant experience in general to middle management roles and wish to formalise their knowledge and skills through attainment of this qualification
- practitioners managing their own enterprise who require a focused knowledge of management
- graduates of tertiary management qualifications – diploma, advanced diploma or bachelor who wish to advance their career through developing a more complex and focussed range of management knowledge and skills
- practitioners who seek a pathway to further post-graduate management qualifications, such as: graduate diplomas and/or masters degrees

Anticipated employment opportunities are not restricted to any particular industry as management expertise is required in all organisations. Nevertheless, graduates of this qualification are expected to meet the requirements of employment opportunities, such as:

- generalist managers
- senior management positions
- complex project managers
- specialist managers in:
  - human resources
  - finance
  - marketing
  - sustainability
  - compliance
  - risk management
  - global business

See [Appendix 1: Course content developed by stakeholders](#) for details of the skills and knowledge outcomes provided by the course.

Industry support is confirmed through the endorsement and active participation of the Steering Committee. See Accreditation Support Documents: Minutes of Steering Committee; Letters of support from industry: Frank Hemmings, Gymabroo; Peter Johnson, Chairman BSV Board.

Members of the Steering Committee:

**Chair** - Anna Henderson: Executive Director, Business Skills Victoria

- ~ Vanessa Main: Director Spa Development and Operations, Asia Pacific, Hilton Worldwide, Singapore
- ~ Alan Daniel: Curriculum Maintenance Manager, Business Industries, Chisholm Institute
- ~ Nick J Ente: CEO Braiform, Spotless Group Australia Ltd
- ~ Harriet Sheppard: Manager, Curriculum and Management Services Australian Institute of Management
- ~ Reannon Hemmings: Lawyer (family law)
- ~ Pippa Hanson: Owner/Director, The Sports Injury Clinic
- ~ Dianne Waddell: Academic Researcher, Consultant to MIT
- ~ Lynn Richardson: Graduate Certificate Program Co-ordinator, William Angliss Institute
- ~ Maxine Courtier: Head of Department, Graduate and Degree Programs, Holmesglen Institute
- ~ Nicole McHenry: Head of School of Business, Chisholm Institute
- ~ Lawrence Altamura: Senior Lecturer/Course co-ordinator, Holmesglen Institute

	<p>In Attendance:</p> <p>~ Elizabeth Howard: Curriculum Projects Officer, Department of Tertiary Development and Accreditation, Chisholm Institute</p> <p>Refer to <a href="#">Accreditation Support Documentation: 1. Steering Committee Details</a></p> <p><b>Footnotes:</b></p> <p><sup>1</sup> <i>IBSA Environmental Scan 2011</i></p>
<p><b>3.2 Review for re-accreditation</b></p>	<p><b>Standards 1 and 2 for Accredited Courses</b></p> <p>There have been no modifications to the Course Documentation during period of accreditation.</p> <p>Monitoring and evaluation of 21867VIC Graduate Certificate in Management has been conducted in accordance with Section B.8 of the Course Documentation and ensuing feedback has been taken into account in the revised course.</p> <p>Revisions are based on formal and informal data collected from RTO teaching staff, student feedback and experts, and through input from the Steering Committee and Stakeholders. Please see: <a href="#">Appendix 1: Course content developed by stakeholders</a>, and Accreditation Support Documentation: <a href="#">2. Record of stakeholder engagement in course development</a> and <a href="#">3. Minutes of Steering Committee</a>.</p> <p>Learners currently enrolled in the existing course may convert to 22230VIC Graduate Certificate in Management which replaces and is equivalent to 21867VIC Graduate Certificate in Management.</p> <p>Please see <a href="#">Appendix 2: Transition table</a> for transition arrangements.</p> <p>No new enrolments into 21867VIC Graduate Certificate in Management after 30th June 2013 are permitted.</p>
<p><b>4. Course outcomes</b> <span style="float: right;"><b>Standards 1, 2, 3 and 4 AQTF Standards for Accredited Courses</b></span></p>	
<p><b>4.1 Qualification level</b></p>	<p>This qualification is consistent with the criteria and specifications of the AQF Graduate Certificate as outlined in the <i>Australian Qualification Framework July 2011</i>, as follows:</p> <ul style="list-style-type: none"> <li>• <b>Knowledge:</b> <i>Graduates at this level will have specialised knowledge within a systematic and coherent body of knowledge that may include the acquisition and application of knowledge and skills in a new or existing discipline or professional area, namely:</i> <ul style="list-style-type: none"> <li>◦ <i>planning</i>, such as: strategic business planning; development of systems that support creative thinking and innovation practices; compliance and risk management planning; development of policies, procedures, and protocols to support management of multiple project and other business and management specialisations</li> <li>◦ <i>management and communication</i>, such as oversight of the implementation and evaluation of: strategic business plans; knowledge management and knowledge sharing systems and culture; compliance, ethics and codes of conduct, as well as people management protocols and procedures</li> </ul> </li> </ul>

- o *innovation* such as: implementation and evaluation of an organisational culture of creative thinking and innovation practices applied across business and management activities; analysis of models and methodologies on a range of business and management activities and their adaptation to current organisational requirements
- o *research*, such as: current and projected capacity and capabilities of various business and management approaches, strategies and methodologies
- **Skills:** *Graduates at this level will have advanced cognitive, technical and communication skills to select and apply methods and technologies to:*
  - o analyse critically, evaluate and transform information to complete a range of activities within a business and management context
  - o analyse, generate and transmit solutions to complex problems within a business and management context
  - o transmit knowledge, skills and ideas to others within a business and management context
- **Application of knowledge and skills:** *As a practitioner or learner, graduates at this level will apply knowledge and skills to demonstrate:*
  - o *autonomy*, through leadership in the design and oversight of implementation, promulgation, monitoring and review of a broad range of business and management activities, strategies and approaches
  - o *well-developed judgement* required to: design strategies; establish communication systems for inclusion and participation of others; to evaluate models and bodies of knowledge and review capabilities and applications of same; evaluate and review of strategic business planning, creative thinking and innovation practices outcomes, and to develop and execute risk and compliance strategies
  - o *adaptability* through development of policy and protocols for areas such as: innovation; international business relationships; change management; people management; sustainability and meeting client /customer needs
  - o *responsibility* through managing non-routine situations in: policy development; risk, contingency and compliance management; plus oversight of own and others' contributions in business and management contexts
- **Volume of learning:** Nominal duration of course is 310 - 340 hours is the anticipated hours of supervised learning deemed necessary to adequately present the educational material of the course. A significant number of additional hours of unsupervised learning are expected, including research, work experience and/or industry-based learning to support successful course completion. The volume of learning will meet the requirement of 0.5 - 1 year

<b>4.2 Employability skills</b>	<i>Standard 4 AQTF Standards for Accredited Courses</i> This qualification has been mapped to national employability skills. Refer to <a href="#">Appendix 2: Employability skills summary</a>			
<b>4.3 Recognition given to the course</b>	<i>Standard 5 AQTF Standards for Accredited Courses</i> Not applicable			
<b>4.4 Licensing / regulatory requirements</b>	<i>Standard 5 AQTF Standards for Accredited Courses</i> Not applicable			
<b>5. Course rules</b>		<i>Standards 2, 6, 7 and 9 AQTF Standards for Accredited Courses</i>		
<b>5.1 Course structure</b>	<i>Standards 2, 6 and 7 AQTF Standards for Accredited Courses</i> <b>22230VIC Graduate Certificate in Management</b> comprises a total of five (5) units as follows: <ul style="list-style-type: none"> <li>o Two (2) core units</li> <li>o Three (3) elective units</li> </ul> A Statement of Attainment will be issued for any unit of competency completed if the full qualification is not completed.			
Unit of competency/ module code	Field of Education code (6 digit)	Unit of competency/module title	Pre-requisite	Nominal hours
Complete <b>two</b> core units				
VU21221	080307	Manage the development, implementation and review of strategic business plans	Nil	70
VU21222	080307	Lead creative thinking and innovation practices in an organisational environment	Nil	70
<b>Complete three elective units</b> selected from the following list of suggested units or any relevant units from any currently endorsed Training Package or accredited course at equivalent level or one below				
VU21223	080315	Manage multiple projects	Nil	80
VU21224	080399	Manage legal, regulatory and ethical compliance requirements in an organisational environment	Nil	60
VU21225	080399	Develop and manage risk management strategy	Nil	60
VU21226	080307	Manage people in an organisational environment	Nil	60
VU21227	080311	Manage business in a global environment	Nil	60
VU21228	090306	Manage environmentally sustainable work practices	Nil	50
VU21229	080303	Oversee the management of human resource practices in an organisation	Nil	60
VU21230	081101	Oversee the management of financial resources in an organisation	Nil	60
VU21231	080505	Develop and manage an integrated marketing strategy	Nil	60
<b>Total nominal hours</b>				<b>310 - 340</b>

<p><b>5.2 Entry requirements</b></p>	<p><b>Standard 9 AQTF Standards for Accredited Courses</b></p> <p>Applicants for the <b>22230VIC Graduate Certificate in Management</b> are expected to have:</p> <ul style="list-style-type: none"> <li>• a demonstrated capacity in learning, reading, writing, oracy and numeracy competencies to Level 4 of the Australian Core Skills Framework (ACSF). See <a href="http://www.deewr.gov.au/Skills/Programs/LitandNum/ACSF">http://www.deewr.gov.au/Skills/Programs/LitandNum/ACSF</a></li> <li>• demonstrated ability to undertake study at Graduate certificate level</li> </ul> <p>and have:</p> <ul style="list-style-type: none"> <li>• obtained a Diploma or Advanced Diploma qualification in related fields of study and 3 years' equivalent full-time relevant vocational practice at a significant level of management responsibility and/or complexity in an organisation</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• obtained a Bachelor degree in related fields of study and 1 year equivalent full-time relevant vocational practice at a significant level of management responsibility and/or complexity in an organisation</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• 5 years' equivalent full-time relevant vocational practice at a significant level of management responsibility and/or complexity in an organisation</li> </ul>
<p><b>6. Assessment</b> <span style="float: right;"><b>Standards 10 and 12 AQTF Standards for Accredited Courses</b></span></p>	
<p><b>6.1 Assessment strategy</b></p>	<p><b>Standard 10 AQTF Standards for Accredited Courses</b></p> <p>All assessment will be consistent with the <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i> Standard 1.2. See AQTF User guides to the Essential Conditions and Standards for Initial/Continuing Registration: <a href="http://www.training.com.au/documents/AQTF_Essential_Conditions_and_Standards_for_Continuing_Registration.pdf">http://www.training.com.au/documents/AQTF Essential Conditions and Standards for Continuing Registration.pdf</a></p> <p>Assessment methods and collection of evidence will involve application of knowledge and skills to business and management workplaces or simulated environments.</p> <p>All assessment activities will be related to a business and management work context.</p> <p>A range of assessment methods will be used, such as:</p> <ul style="list-style-type: none"> <li>– action learning projects in real, or simulated, business and management work settings</li> <li>– research projects in business and management</li> <li>– portfolios</li> <li>– practical exercises, case studies and scenarios</li> <li>– observation</li> <li>– written and direct questioning</li> <li>– presentations</li> <li>– third party reports</li> </ul>

	<p>Where the learning is conducted in simulated worksites, the individual needs of the learner will be reflected in the assessment methods.</p> <p>Consistent with Standard 1, Element 5 of the <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i>, RTOs must ensure that Recognition of Prior Learning (RPL) is offered to all applicants in determining competency for Credit.</p> <p>There is no mandatory workplace assessment.</p>
<p><b>6.2 Assessor competencies</b></p>	<p><b>Standard 12 AQTF Standards for Accredited Courses</b></p> <p>The <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i>, Standard 1.4 states the requirements for the competence of persons assessing the course. See AQTF User guides to the Essential Conditions and Standards for Initial/Continuing Registration:  <a href="http://www.training.com.au/documents/AQTF_Essential_Conditions_and_Standards_for_Continuing_Registration.pdf">http://www.training.com.au/documents/AQTF Essential Conditions and Standards for Continuing Registration.pdf</a></p> <p>Assessors of the imported units of competency must meet the guidelines of the relevant Training Package and/or accredited Course Documentation.</p>
<p><b>7. Delivery</b> <span style="float: right;"><b>Standards 10 and 12 AQTF Standards for Accredited Courses</b></span></p>	
<p><b>7.1 Delivery modes</b></p>	<p><b>Standard 11 AQTF Standards for Accredited Courses</b></p> <p>Delivery of units of competency will take into consideration the individual needs of students and will involve blended delivery mode including:</p> <ul style="list-style-type: none"> <li>~ workshops</li> <li>~ individual assignments</li> <li>~ team-based assignments</li> <li>~ applied learning in the workplace or simulated business and management environment</li> </ul> <p>Learners may be supported through: on-line (internet, social media, email and telephony); face-to-face conferencing, mentoring and interviews; ad hoc arrangements, and regular progress monitoring, particularly for practical work.</p> <p>The course may be delivered part-time or full-time.</p> <p>There is no mandatory workplace delivery.</p> <p>Delivery of elective units of competency selected from relevant Training Packages must be consistent with the guidelines of that relevant Training Package.</p> <p>Delivery of elective units of competency imported from Training Packages, or accredited courses, should be contextualised to the management industry sector, whilst ensuring that the delivery guidelines are adhered to. The following rules apply for contextualisation:</p>

	<ul style="list-style-type: none"> <li>• RTOs must not remove or add to the number and content of elements and performance criteria</li> <li>• RTOs can include specific industry terminology in the range statement</li> <li>• Any amendments and additions to the range statement made by RTOs must not diminish the breadth of application of the competency, or reduce its portability</li> <li>• RTOs may add detail to the evidence guide in areas such as the critical aspects of evidence or required resources and infrastructure—but only where these expand the breadth of the competency and do not limit its use</li> </ul>
<p><b>7.2 Resources</b></p>	<p><b>Standard 12 AQTF Standards for Accredited Courses</b></p> <p>Resources include:</p> <ul style="list-style-type: none"> <li>• teachers/trainers who meet the <i>Australian Quality Training Framework Essential Conditions and Standards for Initial/Continuing Registration</i> Standard 1.4. See AQTF User guides to the Essential Conditions and Standards for Continuing (or Initial) Registration: <a href="http://www.training.com.au/documents/AQTF_Essential_Conditions_and_Standards_for_Continuing_Registration.pdf">http://www.training.com.au/documents/AQTF Essential Conditions and Standards for Continuing Registration.pdf</a></li> <li>• access to computers and internet</li> <li>• access to workplace or simulated business and management environment</li> </ul>
<p><b>8. Pathways and articulation</b></p>	<p><b>Standard 8 AQTF Standards for Accredited Courses</b></p> <p>There are no formal articulation arrangements at present.</p>
<p><b>9. Ongoing monitoring and evaluation</b></p>	<p><b>Standard 13 AQTF Standards for Accredited Courses</b></p> <p>The Curriculum Maintenance Manager (CMM), Business Industries is responsible for monitoring and evaluation of the <b>22230VIC Graduate Certificate in Management</b>.</p> <p>The 22230VIC Graduate Certificate in Management will be reviewed at mid-point of accreditation period. Evaluations will involve consultation with:</p> <ul style="list-style-type: none"> <li>– course participants</li> <li>– business and management sector representatives</li> <li>– teaching staff</li> <li>– assessors</li> </ul> <p>Any significant changes to the course resulting from course monitoring and evaluation procedures will be reported to the VRQA through a formal amendment process.</p>



## Section B: Appendices

Appendix 1: Course content developed by the Steering Committee

1.1: Skills and knowledge overview

1.2: Training demand/Job Search

1.3: Skills and knowledge mapping

Appendix 2: Transition table

Appendix 3: Employability skills summary



## Appendix 1: Course content developed by stakeholders

Required skills and knowledge research and mapping to units of competency

### 1.1 Skills and knowledge overview

Steering Committee and project team members have identified skills and knowledge areas required for advanced practitioners in management, applicable across all industry sectors, and that include core areas plus a range of key specialisations. The core units are based on critical aspects of complex/senior management work, including: strategic planning, resourcing and strategy integration; innovation development and implementation. Compliance, risk management, managing people and organisational culture, as well as managing multiple projects further support the critical aspects of complex/senior management work across all industry sectors and organisational contexts. Depending on the focus or scope of an organisation, or individual management role, further management concentrations most commonly needed by industry and supported by the current job availability research, outlined in Table 1.2, are: finance; marketing; human resources; international business, and sustainability.

An essential component of the whole course structure and content is an obvious interrelationship and interdependence of units of competency.

**Table 1.1: Draft Course structure and content**

[Developed and confirmed by stakeholders and Steering Committee: see Accreditation Support Documentation: Minutes of Steering Committee Meetings #1 – 13/06/2012 and #2 – 3/09/2012]

<b>Course title</b>	<b>Graduate Certificate in Management</b>	
<b>Course structure</b>	2 Core units / 3 Elective units	
<b>Overview of skills and knowledge requirements</b>	<p>Core content: Strategic planning and Leadership and Innovation</p> <p>Elective content:</p> <ol style="list-style-type: none"> <li>i. Generic management focus: Compliance; Risk; People Management; Organisational culture; Multiple Projects</li> <li>ii. Specific focus: Finance; Marketing; Human Resources; Global Business; Sustainability</li> </ol>	
<b>Core units:</b> To be based on critical elements of management		
<b>Business /strategy planning and performance management</b>	<p><b>SKILLS</b></p> <ul style="list-style-type: none"> <li>– <i>systems thinking</i></li> <li>– <i>research</i></li> <li>– <i>business environment analysis</i></li> <li>– <i>business analysis methods, techniques and tools</i></li> <li>– <i>identification of business opportunities</i></li> <li>– <i>planning framework development</i></li> <li>– <i>strategic business planning</i></li> <li>– <i>goal setting, KPIs and growth targets</i></li> <li>– <i>performance measurement</i></li> <li>– <i>change management</i></li> <li>– <i>people management</i></li> <li>– <i>communication</i></li> </ul>	<p><b>KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>– <i>research methodologies</i></li> <li>– <i>business analytics</i></li> <li>– <i>overall strategic planning</i></li> <li>– <i>planning framework methodology</i></li> <li>– <i>business strategic planning</i></li> <li>– <i>people management</i></li> <li>– <i>legislation and regulations</i></li> <li>– <i>compliance</i></li> <li>– <i>codes of conduct and ethics</i></li> <li>– <i>local and global business environment</i></li> <li>– <i>risk management</i></li> <li>– <i>knowledge management</i></li> <li>– <i>quality management and</i></li> </ul>

	<ul style="list-style-type: none"> <li>– <i>resourcing</i></li> <li>– <i>risk and compliance management monitoring and evaluation</i></li> <li>– <i>continuous improvement</i></li> </ul>	<i>continuous improvement</i>
<b>Leadership - people and functions / Change and innovation</b>	<p><b>SKILLS</b></p> <ul style="list-style-type: none"> <li>– <i>research</i></li> <li>– <i>creative thinking skills</i></li> <li>– <i>innovation practices</i></li> <li>– <i>decision making skills</i></li> <li>– <i>self-reflection</i></li> <li>– <i>role modelling</i></li> <li>– <i>context and conditions analysis</i></li> <li>– <i>management style conducive to supporting innovation amongst personnel and others</i></li> <li>– <i>change management and support</i></li> <li>– <i>alignment to strategic planning</i></li> <li>– <i>innovation practices risk management</i></li> <li>– <i>performance measurement</i></li> </ul>	<p><b>KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>– <i>conditions required for creative thinking and innovation practices</i></li> <li>– <i>models and theories on creative thinking and innovation practices</i></li> <li>– <i>research methodologies</i></li> <li>– <i>human and business capacity building methodologies</i></li> <li>– <i>information and knowledge management systems</i></li> <li>– <i>quality management and continuous improvement</i></li> </ul>
<p><b>Elective areas:</b> To be selected from a provided list or any relevant units from any currently endorsed Training Package or accredited course at the Graduate Certificate level</p> <p>All electives to be aligned with strategic planning and creative thinking and innovation practices</p>		
<b>Compliance and governance</b>	<p><b>SKILLS</b></p> <ul style="list-style-type: none"> <li>– <i>policy and procedure development</i></li> <li>– <i>use of technical and other experts to interpret legislation</i></li> <li>– <i>interpretation and application of relevant legislation</i></li> <li>– <i>compliance risk management</i></li> <li>– <i>compliance auditing, recording and documenting systems</i></li> <li>– <i>accountability and ownership</i></li> </ul>	<p><b>KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>– <i>legislation, regulations, standards and provisions</i></li> <li>– <i>ethical requirements</i></li> <li>– <i>IP compliance</i></li> <li>– <i>sustainability reporting</i></li> <li>– <i>breach reporting and procedures</i></li> <li>– <i>integrity, efficiency and profitability of the business</i></li> <li>– <i>review bodies</i></li> </ul>
<b>Risk and financial management</b>	<p><b>SKILLS</b></p> <ul style="list-style-type: none"> <li>– <i>risk assessment</i></li> <li>– <i>risk management</i></li> <li>– <i>information management</i></li> <li>– <i>alignment to core competencies</i></li> <li>– <i>development and implementation of risk management framework</i></li> <li>– <i>change management</i></li> <li>– <i>financial resources analysis methods</i></li> <li>– <i>development and oversight of implementation of financial and budgetary controls</i></li> </ul>	<p><b>KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>– <i>general principles, practices and methodologies of risk management</i></li> <li>– <i>financial systems</i></li> <li>– <i>financial resource management tools and analytical approaches</i></li> <li>– <i>financial and budgetary controls</i></li> <li>– <i>alignment of financial resources and risk management to core competencies and overall organisational strategic planning</i></li> </ul>

<b>Leadership and people management / human resources</b>	<b>SKILLS</b> <ul style="list-style-type: none"> <li>– organisational structure and design / systems thinking</li> <li>– job design</li> <li>– management and leadership</li> <li>– consultation</li> <li>– organisational culture development</li> <li>– networking</li> <li>– team building</li> <li>– diversity management</li> <li>– training and support development</li> </ul>	<b>KNOWLEDGE</b> <ul style="list-style-type: none"> <li>– organisational structure and design</li> <li>– theories and knowledge of managing human side of organisations and organisational behaviour</li> <li>– leadership styles</li> <li>– communication strategies</li> <li>– general human resource management principles and practices</li> </ul>
<b>Strategic marketing and international business opportunities</b>	<b>SKILLS</b> <ul style="list-style-type: none"> <li>– market analysis</li> <li>– business environment analysis to determine global business opportunities</li> <li>– strategic marketing planning</li> <li>– evaluation of marketing opportunities and methods including digital marketing</li> <li>– setting of KPIs</li> <li>– marketing risk assessment</li> <li>– performance monitoring processes and procedures</li> <li>– oversight of integration of marketing strategies with organisational strategic direction</li> <li>– diversity management and dealing with different cultures and related protocols</li> <li>– compliance and risk management for global business contexts</li> <li>– global networking</li> </ul>	<b>KNOWLEDGE</b> <ul style="list-style-type: none"> <li>– marketing concepts, principles and practices methods</li> <li>– integration of marketing strategies with strategic business plans and overall organisational strategic planning</li> <li>– methods to evaluate digital marketing platforms and channels</li> <li>– trends and methodologies for conducting business in a global environment</li> <li>– models/ theories of cultural intelligence</li> </ul>
<b>Sustainability management:</b>	<b>SKILLS</b> <ul style="list-style-type: none"> <li>– development, implementation and monitoring of environmental management systems</li> <li>– development control and environmental assessment</li> <li>– compliance with environment legislation</li> <li>– environmental performance and outcomes monitoring</li> <li>– sustainability training and compliance support</li> <li>– environmental risks/hazards mgt</li> </ul>	<b>KNOWLEDGE</b> <ul style="list-style-type: none"> <li>– general principles and practices of sustainability</li> <li>– historical, current and emerging approaches to sustainability</li> <li>– sustainability reporting systems and protocols</li> <li>– environmental risk management</li> </ul>

<b>Multiple projects</b>	<b>SKILLS</b> <ul style="list-style-type: none"> <li>– <i>systems thinking to develop frameworks and infrastructure for managing multiple projects</i></li> <li>– <i>co-ordination of project personnel and managers of individual projects</i></li> <li>– <i>project planning, costing and resourcing</i></li> <li>– <i>maintenance of project/s direction</i></li> <li>– <i>performance measurement</i></li> <li>– <i>oversight of progress and completion documentation</i></li> <li>– <i>leadership and team building</i></li> <li>– <i>monitoring and evaluation processes and procedures</i></li> </ul>	<b>KNOWLEDGE</b> <ul style="list-style-type: none"> <li>– <i>project management methodologies</i></li> <li>– <i>research</i></li> <li>– <i>quality management and continuous improvement</i></li> <li>– <i>teambuilding and people management support methodologies</i></li> <li>– <i>integration of project program strategies with strategic business plans and overall organisational strategic planning</i></li> </ul>
<b>All units</b>	<b>SKILLS and KNOWLEDGE</b> <ul style="list-style-type: none"> <li>– <i>stakeholder consultation</i></li> <li>– <i>OHS / safe work practices</i></li> <li>– <i>relevant legislation, regulations and provisions</i></li> <li>– <i>alignment with overall organisational strategic planning and skills and knowledge of core competencies</i></li> <li>– <i>continuous improvement</i></li> </ul>	

## 1.2 Training demand/Job Search

### Enrolment information

RTOs that deliver the Graduate Certificate in Management qualification (principally, Holmesglen, Chisholm, William Angliss and Victoria University) report a high interest in the new structure and content of the qualification. The majority of enquiries come from a broad range of industry sectors. Whilst Victoria University concentrates mostly on skills recognition applicants, the other RTOs report projected enrolments of at least 100 students from diverse backgrounds. This confirms that the new structure and content meets the emerging need for clearly defined, higher-order management training that addresses critical elements of business and management with opportunities to add a further focus in: marketing; human resources; international business; finance and/or sustainability.

### Labour market information / Job search

Training demand and course relevance to existing labour market positions is evidenced in research conducted from 26<sup>th</sup> April to 2<sup>nd</sup> May, 2012, through <http://mycareer.com.au> and <http://www.seek.com.au>

Table 1.2 comprises the number of positions available across Australia, Victoria and Melbourne.

**Table 1.2: Available positions by management categories**

<b>Management Positions Available</b>	<b>Australia</b>	<b>Victoria</b>	<b>Melbourne</b>
Senior manager	2792 - 3435	521	499
Senior Manager Human Resources	1159	216	204
Senior Marketing Manager	1501	398	391
Manager Human Resources	2370	512	482
Management Consultant	1306	316	306
Manager Marketing	611	219	198
Manager International	1282	207	194
Management and Supervisory	729	162	155
Management and Operations	1552	199	192
Manager	7113 - 9769	1568 - 1643	1555
Management	10085	2382	2222

For the purposes of the Graduate Certificate in Management, the research concentrates on senior/advanced positions that require a level of complexity and responsibility commensurate with holding a post-graduate qualification. These positions exist across all organisations and business sectors with the research taking samples from each of the following:

Finance and accounting	Engineering	Medical and healthcare
Sales	IT and Telecommunications	Mining, oil and gas
Human resources and recruitment	Government / Local government and Defence	Building, construction and architecture
Property and Real Estate	Banking and financial services	Retail
Insurance and superannuation	Executive /Corporate strategy	Marketing
Logistics, transport and supply	Community, sport and leisure	Travel and hospitality
Water	Scientific	Education and training
Manufacturing	Automotive	Legal
Public relations and communications	Customer Service and Call Centre	Media, Advertising, Arts and entertainment
Trades and services	Administration / office support	

## Key Selection Criteria

The research found that the predominant Key Selection Criteria (listed below) of the 38 sampled advertised positions across 29 industry sectors, match the skills and knowledge determined by the Steering Committee and other stakeholders as stated in Table 1.1., thus offering further proof of the relevance of the Graduate Certificate in Management course content. (Please see Appendix 2.3 Skills and knowledge mapping).

### Summary of Key Selection Criteria of job sample:

- strong leadership of people and functions
- strong communication skills including protocols for handling cultural diversity and international business activities
- strong organisational, efficiency and project management skills including handling busy and varied workloads and client bases
- business performance management including systems analysis and continuous improvement
- business development and growth: oversight of new initiatives and business opportunities
- oversight of development and implementation of strategic plans whether these be overall business strategies or section strategies such as:
  - risk and feasibility
  - compliance
  - operations and resourcing
  - marketing
  - finance/accounts/budgeting
  - change and innovation
  - local and international partnerships
  - internal and external relationships
  - specific projects
  - project programs
  - sustainability
- integration of section strategic plans with overall strategic planning
- high level of integrity and ethics
- risk management
- compliance, including: sector standards; OHS, and environmental sustainability

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Please see [Support Documentation: 8. Labour market research / job profile details](#) for details of the 38 sampled advertised positions.



### 1.3 Skills and knowledge mapping

The following table shows the mapping of the key skills areas of Management, identified by the Steering Committee and stakeholders, and supported by labour market research, against developed units of competency.

**Table 2.3:** Required skills and knowledge mapping to course content

Knowledge and skill area	Mapped to units
<b>Business /strategy planning and performance management</b>	VU21221: Manage the development, implementation and review of strategic business plans VU21222: Lead creative thinking and innovation practices in an organisational environment VU21231: Develop and manage an integrated marketing strategy VU21223: Manage multiple projects
<b>Leadership - people and functions / Change and innovation</b>	VU21222: Lead creative thinking and innovation practices in an organisational environment VU21221: Manage the development, implementation and review of strategic business plans VU21223: Manage multiple projects
<b>Compliance and governance</b>	VU21224: Manage legal, regulatory and ethical compliance requirements in an organisational environment VU21227: Manage business in a global environment VU21221: Manage the development, implementation and review of strategic business plans VU21222: Lead creative thinking and innovation practices in an organisational environment VU21228: Manage environmentally sustainable work practices
<b>Risk and financial management</b>	VU21225: Develop and manage risk management strategy VU21230: Oversee the management of financial resources in an organisation VU21227: Manage business in a global environment VU21221: Manage the development, implementation and review of strategic business plans VU21224: Manage compliance with legal, regulatory and ethical requirements in an organisational environment VU21228: Manage environmentally sustainable work practices VU21222: Lead creative thinking and innovation practices in an organisational environment

Knowledge and skill area	Mapped to units
<b>Leadership - people management /human resources</b>	VU21226: Manage people in an organisational environment VU21229: Oversee the management of human resource practices in an organisation VU21222: Lead creative thinking and innovation practices in an organisational environment VU21223: Manage multiple projects
<b>Strategic marketing and international business opportunities</b>	VU21231: Develop and manage an integrated marketing strategy VU21227: Manage business in a global environment
<b>Sustainability management</b>	VU21228: Manage environmentally sustainable work practices
<b>Multiple projects</b>	VU21223: Manage multiple projects VU21227: Manage business in a global environment
<b>Skills and knowledge areas common to all units:</b>	<ul style="list-style-type: none"> <li>• Stakeholder consultation</li> <li>• OHS / safe work practices</li> <li>• Relevant legislation, regulations and provisions</li> <li>• Alignment with overall organisational strategic planning and skills and knowledge of core competencies</li> <li>• Continuous improvement</li> </ul>

**Appendix 2: Transition table**

No new enrolments into 21867VIC Graduate Certificate in Management after 30 <sup>th</sup> June, 2013 are permitted.		
<b>New Qualification title:</b>	<b>22230VIC Graduate Certificate in Management</b>	
<b>Previous Qualification title:</b>	<b>21867VIC Graduate Certificate in Management</b>	
22230VIC Graduate Certificate in Management replaces and is equivalent to 21867VIC Graduate Certificate in Management.		
<b>Unit code and title in this qualification</b>	<b>Relationship to unit in 21867VIC</b>	<b>Comments</b>
VU21221: Manage the development, implementation and review of strategic business plans	VPAU083 Manage the development, implementation and review of the strategic business plan	Updated and equivalent
VU21222: Lead creative thinking and innovation practices in an organisational environment	VPAU086: Lead innovative thinking and practice in an organisational environment	Updated and equivalent
VU21223: Manage multiple projects	VPAU082: Manage multiple projects	Updated and equivalent
VU21224: Manage legal, regulatory and ethical compliance requirements in an organisational environment	VPAU084: Manage compliance with legal, regulatory and ethical requirements in an organisational environment	Updated and equivalent
VU21225: Develop and manage risk management strategy	VPAU085: Develop and manage risk management strategy	Updated and equivalent
VU21226: Manage people in an organisational environment	VPAU087 Manage people in an organisational environment	Updated and equivalent
VU21227: Manage business in a global environment	VPAU090: Manage business in a global environment	Updated and equivalent
VU21228: Manage environmentally sustainable work practices	VPAU091: Manage environmentally sustainable work practices	Updated and equivalent
VU21229: Oversee the management of human resource practices in an organisation	VPAU088: Manage human resource practices	Updated and equivalent
VU21230: Oversee the management of financial resources in an organisation	VPAU089 Manage financial resources in an organisation	Updated and equivalent
VU21231: Develop and manage an integrated marketing strategy	VPQM313 Manage marketing concepts and strategies	Updated and equivalent



## Appendix 3: Employability Skills Summary



### Employability Skills Summary

**Qualification Code:** 22230VIC

**Qualification Title:** Graduate Certificate in Management

The following table contains a summary of the employability skills required for this qualification. This table should be interpreted in conjunction with the detailed requirements of each unit of competency packaged in this qualification. The Employability Skills facets described here are broad industry requirements that may vary depending on the packaging options.

<b>Employability Skill</b>	<b>Industry/enterprise requirements for this qualification include the following facets:</b>
<p><b>Communication</b> that contributes to productive and harmonious relations across employees and customers</p>	<ul style="list-style-type: none"> <li>• utilising excellent interpersonal skills to consult, question, interpret, clarify and evaluate information</li> <li>• using complex interpersonal and language skills to develop and manage collaborative relationships, alliances and partnerships across a range of contexts including multi-cultural business settings</li> <li>• consulting with stakeholders and others on managing a range of project plans</li> <li>• developing and managing formal and informal communication networks</li> <li>• negotiating solutions to new and emerging issues</li> <li>• producing a wide range of reports, visual presentations and charts to document project/strategy progress, targets, milestones and outcomes</li> </ul>
<p><b>Teamwork</b> that contributes to productive working relationships and outcomes</p>	<ul style="list-style-type: none"> <li>• assigning responsibilities and supporting project managers</li> <li>• demonstrating high-level positive leadership and personnel management</li> <li>• providing feedback while managing delivery environments of projects</li> <li>• overseeing implementation of team-based strategic outcomes</li> <li>• working with and motivating others to gather information, prepare plans, and implement projects</li> <li>• working co-operatively in planning and contributing to effectiveness and meeting objectives</li> <li>• seeking expertise from other/s as nominated or required</li> </ul>

<p><b>Problem-solving</b> that contributes to productive outcomes</p>	<ul style="list-style-type: none"> <li>researching and critically analysing models, theories and trends in business and management practice to provide innovative approaches to complex management issues</li> <li>identifying individual and group challenges for implementation of plans and projects and co-ordinating conflicting requirements of individual projects</li> <li>sourcing relevant people to provide consultative assistance and specialised information where required</li> <li>analysing and selecting information for relevance and accuracy</li> <li>developing and implementing strategies to ensure compliance with legislative, regulatory and ethical requirements, and organisational policy and procedures</li> <li>designing control mechanisms and review processes for a range of integrated projects, operations and strategies</li> </ul>
<p><b>Initiative and enterprise</b> that contribute to innovative outcomes</p>	<ul style="list-style-type: none"> <li>applying creative thinking and innovation practices to a range of management issues and strategic plans</li> <li>developing strategies to motivate self and others towards achieving organisational goals</li> <li>providing mentoring and training in skills, knowledge and attitudes required to build capability and capacity to achieve organisational goals</li> <li>applying learning and reflective practice to develop improved processes</li> </ul>
<p><b>Planning and organising</b> that contribute to long and short-term strategic planning</p>	<ul style="list-style-type: none"> <li>managing complex project completion through time management, setting priorities, timelines, targets and milestones for self and with others</li> <li>monitoring and adjusting operational performance by identifying human and financial resource requirements and risk management planning</li> <li>maintaining information systems, records, reporting, monitoring and evaluation procedures</li> <li>contributing to continuous improvement and planning processes</li> </ul>
<p><b>Self-management</b> that contributes to employee satisfaction and growth</p>	<ul style="list-style-type: none"> <li>developing and planning own work within task requirements</li> <li>selecting and prioritising projects within scope of one's role</li> <li>critically reflecting on own performance</li> <li>identifying and acting on professional development opportunities</li> </ul>

<p><b>Learning</b> that contributes to ongoing improvement and expansion in employee and company operations and outcomes</p>	<ul style="list-style-type: none"> <li>• developing and maintaining personal competence in business and management knowledge and skills, such as:             <ul style="list-style-type: none"> <li>◦ negotiating and overseeing strategic planning; innovation practices; environmental sustainability initiatives, and multiple projects</li> <li>◦ current and emerging business and management technologies and related technologies</li> <li>◦ relevant legislation, standards, provisions, codes of practice, terms of trade and protocols</li> </ul> </li> <li>• establishing, implementing and managing systems and opportunities for ongoing professional development and training of self and others</li> <li>• passing on to broader network of stakeholders, the lessons learned from implementation of projects and strategies</li> <li>• participating in networks relevant to business and management theory and practice</li> </ul>
<p><b>Technology</b> that contributes to the effective carrying out of tasks</p>	<ul style="list-style-type: none"> <li>• applying technology to business and management implementation processes</li> <li>• using a range of software, including project management specific programs and databases, to analyse information</li> <li>• using technology to assist the management of information and to assist planning processes</li> <li>• applying OHS technology and learning about ergonomics to using technology safely</li> <li>• using technology to achieve improvements in sustainable energy and resource efficiency technologies outcomes</li> </ul>





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## Section C: Units of Competency

### Core units

VU21221: Manage the development, implementation and review of strategic business plans

VU21222: Lead creative thinking and innovation practices in an organisational environment

### Elective units

VU21223: Manage multiple projects

VU21224: Manage legal, regulatory and ethical compliance requirements in an organisational environment

VU21225: Develop and manage risk management strategy

VU21226: Manage people in an organisational environment

VU21227: Manage business in a global environment

VU21228: Manage environmentally sustainable work practices

VU21229: Oversee the management of human resource practices in an organisation

VU21230: Oversee the management of financial resources in an organisation

VU21231: Develop and manage an integrated marketing strategy



## VU21221: Manage the development, implementation and review of strategic business plans

### Unit Descriptor

This unit describes the skills and knowledge required to design and manage the implementation, monitoring and evaluation of strategic business plans that are based on a comprehensive analysis of the competitive market and that meet overall enterprise or organisational strategic goals and directions.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of senior management personnel who are required to manage the development of strategic business plans that align to overall organisational directions and objectives. After overseeing analysis and evaluation of the competitive environment in order to develop objectives, and, through stakeholder consultation, practitioners typically formulate detailed strategic business plans, and manage the implementation, monitoring and evaluation for continuous improvement.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- |  |  |
|--|--|
| 1. Determine organisational strategic business planning requirements | <p>1.1 Current models and methodologies for <b><i>strategic planning frameworks</i></b> are researched and evaluated for applicability to <b><i>organisational direction and values</i></b></p> <p>1.2 Analysis of <b><i>external business environment</i></b> relevant to the selected organisation/s is managed to determine long and short-term opportunities, threats, trends and key issues</p> <p>1.3 Analysis of <b><i>internal organisational environment</i></b>, conditions and performance is managed to determine organisational immediate and long-term strengths, weaknesses, problems, constraints and risks</p> <p>1.4 <b><i>Current local, national and international approaches</i></b>, theories, debates and models for creating sustainable <b><i>business strategies</i></b> are critically analysed</p> |
| 2. Develop strategic business plan                                   | <p>2.1 In consultation with <b><i>key stakeholders</i></b>, outcomes of business environmental analyses are used, to determine goals, objectives and <b><i>measurable performance indicators</i></b> of <b><i>strategic business plan/s</i></b> and their alignment to overall organisational direction and values</p>   |

- 2.2 **Change management strategies** that support communication, team building, orientation and required skill development are determined and built into the strategic business plan
- 2.3 **Policies and procedures for resourcing** are established
- 2.4 Risk and contingency management is built into the strategic business plan
- 2.5 **Performance monitoring and review policies and procedures** are established
3. Manage the implementation, monitoring and review of strategic business plan
  - 3.1 Implementation is managed and monitored in accordance with strategic business plan policies, processes, procedures and strategies
  - 3.2 Outcomes of strategic business plan are reviewed against stated goals and objectives and findings used to inform recommendations for improved processes, procedures and planning
  - 3.3 In consultation with stakeholders, recommendations for improvement are implemented in consistent with organisational continuous improvement objectives

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal and communication skills to work collaboratively with clients, colleagues, management and stakeholders
- organisational and leadership skills to develop and implement business planning framework
- research, critical analysis and evaluation skills to identify and assess methodologies and models for creating sustainable business growth in order to determine opportunities for their application to a range of organisational strategic business planning contexts
- leadership skills to manage the design, implementation, monitoring and evaluation of strategic business plan
- research, analytical and leadership skills to identify, assess and manage strategies to promote organisational cultural acceptance and commitment to the strategic business plan
- systems thinking skills to determine strategic business plan goals and objectives and to determine optimum implementation methods for their achievement, including organisational support and inclusion
- research, analytical and numeracy skills to conduct and interpret business environmental analysis data and to quantify and measure outcomes
- organisational, leadership and problem solving skills to manage strategic business plan timelines, resourcing requirements, agreed outcomes, risk and contingency planning
- literacy and technical writing skills to prepare and present reports; strategic plans; progress monitoring records, and evaluation data
- analytical and evaluation skills to assess strategic business planning and use results to inform future practice

## Required Knowledge

- principles, practices and methodologies of sustainable strategic business planning
- current debates, theories and bodies of knowledge surrounding principles and practices of strategic business planning
- current debates, models, theories and bodies of knowledge surrounding consultative, participative and other management approaches
- relevant international, national and local legislative, regulatory and ethical requirements
- market trends and developments analysis methodologies
- risk management strategies
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- information and knowledge management systems and approaches
- performance measuring and monitoring systems
- quality management and continuous improvement concepts and practice
- human and business capacity building methodologies
- organisational strategic and operational planning
- project management methodologies
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

### ***Strategic planning***

***frameworks*** may refer to:

- system for achieving strategic business planning within management approaches that align to overall organisational direction and values
- work of integrating strategic business plan requirements, such as:
  - into overall strategic planning
  - operational and process level planning
- setting of parameters to be used in planning process, such as:
  - planning methodology
  - research required
  - identification of key stakeholders who will contribute to planning process

### ***Organisational direction***

***and values*** may refer to:

- vision
- mission
- purpose and values
- strategic positioning
- strategic goals

- business strategy and performance plans
  - Return On Investment (ROI)
  - operational planning, policies and procedures
  - processes (creation of goods and/or services)
  - resource requirements and financial considerations
  - risk management policies and procedures
  - reporting procedures
  - creative thinking and innovation practices
  - legal and ethical requirements and codes of practice
  - quality standards and continuous improvement processes
  - economic, social and environmental sustainability goals, initiatives, reporting and protocols
  - knowledge and Intellectual Property (IP) policies
  - OHS policies, procedures and programs
  - customer / client satisfaction
- External business environment** may refer to:
- local, national, and global influences and factors that shape the context and capacity of the enterprise, such as:
    - economic
    - political
    - technological
    - legal and regulatory
    - social and cultural
    - demographic
    - labour market conditions
    - key external stakeholder requirements
    - customer requirements
    - market conditions
    - competition
    - supplier availability and requirements
    - potential entrants
    - substitutes
  - current theoretical perspectives
  - review of emerging industry trends for business opportunities

***Internal organisational environment*** may refer to:

- influences and factors that modify the operation of the enterprise, such as:
  - key internal stakeholders requirements
  - organisational structure
  - business capacity
  - organisational mission, vision, values and culture
  - financial position
  - physical facilities
  - financial resources
  - human resources dynamics, such as:
    - motivation
    - skills capability
    - knowledge
  - processes and systems
- review of emerging industry trends for business opportunities

***Current local, national and international approaches*** (to strategy development) may refer to:

- models of strategy development, such as:
  - issue-based
  - alignment
  - scenario
  - organic
  - balanced scorecard
  - classical strategic planning
- various analytical tools and approaches, such as:
  - PEST analysis (Political, Economic, Social, and Technological)
  - STEER analysis (Socio-cultural, Technological, Economic, Ecological, and Regulatory factors)
  - EPISTEL (Environment, Political, Informatic, Social, Technological, Economic and Legal)
- critical analysis of the influence of local, national and international financial trends, processes and systems
- critical analysis of current theoretical, political, economic, cultural, social, and technological developments within a global context
- analysis of risk associated with implementation of various approaches and models
- investigation and analysis of innovative approaches, or strategies, for resolving specific strategic planning-related problems

**Business strategy** may refer to:

- integration strategies
- intensive strategies
- diversification strategies
- defensive strategies
- cost leadership strategies
- differentiation strategies
- focus strategies
- ATM approach (Antecedent conditions, Target strategies, Measure progress and impact)

**Key stakeholders** may include:

- management
- colleagues
- clients
- customers
- shareholders
- owners
- board members
- employees
- suppliers
- technical experts
- industry professionals
- planners
- advisors
- consultants
- regulators
- government agencies and representatives
- local community including individual, groups and agencies

**Measurable performance indicators** may refer to:

- quantifiable outcomes
- set of key measurable performances that give best picture of how the strategic business plan is progressing in order to understand and manage it
- measurement tools, such as:
  - Return On Investment (ROI)
  - financial analysis tools
- processes in place to meet long-term goals



**Strategic business plan/s** may include:

- strategy that operates over a long-term period that:
  - is based on critical analysis of capabilities and parameters of business environment
  - is based on critical analysis of current and emerging strategic business planning methodologies and practices
  - is based on applicability to customer
  - aligns with overall organisation strategic planning
  - meets framework for integration with organisational strategic planning
  - takes into account:
    - strengths
    - weaknesses
    - capacity
    - demand
    - projected capabilities
    - opportunities
    - threats
  - addresses strategic planning to maintain commitment and organisational acceptance
- issues associated with performance indicators
- strategic resourcing, such as:
  - human
  - physical
  - financial
  - procurement
  - outsourcing
- client management processes and protocols
- codes of conduct, ethics and due diligence
- contingency and risk management including:
  - risks associated with implementation
- task prioritising, targets, milestones and timeframes
- monitoring process
- privacy/copyright
- quality and continuous improvement

**Change management strategies** may refer to:

- strategies to gain and maintain commitment to strategy across whole organisation
- skills maintenance strategies, such as:
  - training and re-training
  - mentoring

- o professional development
- o open communication channels
- o motivation
- o creative thinking and innovation practices training and development
- promotion of role of strategic business plan in supporting organisational goals and overall mission
- organisational policies and procedures for promulgation of information

***Policies and procedures for resourcing*** may include:

- legislative and regulatory compliance
- relevant Australian and international standards
- organisational policies
- human resource operations
- training
- environmental auditing
- financial auditing
- budgetary requirements
- risk management
- quality assurance
- OHS

***Performance monitoring and review policies and procedures*** may include:

- Global Reporting Initiative (GRI) sustainability reporting
- reporting structures and procedures
- regular and timely reporting
- quality assurance manuals policies and procedures
- continuous improvement policy and procedures

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing a strategic business plan that aligns with organisational overall strategic planning
- generating performance indicators to meet determined objectives and to measure progress and efficacy of strategic business plan
- overseeing the implementation of the strategic business plan including monitoring, review and evaluation
- knowledge of critical elements of current and emerging strategic business planning and management theories, models and practice
- knowledge of relevant Australian national, state and local government legislation, regulations, standards and provisions

Context of and specific resources for assessment	<p>Assessment must ensure that:</p> <ul style="list-style-type: none"><li>• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts</li></ul> <p>Resources implications for assessment include access to:</p> <ul style="list-style-type: none"><li>• suitable simulated or real workplace opportunities</li><li>• relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation</li></ul>
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"><li>• evaluation of project in strategic business plan design including oversight of its implementation, monitoring and review</li><li>• evaluation of research project into strategic business planning models, theories and practice and their implementation</li><li>• review of portfolio of research into implementation strategies, including communication systems, skills development and risk management</li><li>• case studies and scenarios</li><li>• simulation and role play</li><li>• practical demonstrations</li><li>• observation</li><li>• direct questioning</li><li>• presentations</li><li>• third party reports</li></ul>
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. Suggested units may include but are not limited to:</p> <ul style="list-style-type: none"><li>◦ VU21222: Lead creative thinking and innovation practices in an organisational environment</li></ul>



## VU21222: Lead creative thinking and innovation practices in an organisational environment

### Unit Descriptor

This unit describes the skills and knowledge required to research and practice innovation and creative thinking in order to lead, support and maintain a culture of innovative thinking and practice that will further organisational strategic planning for sustainable business across a range of organisational contexts.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of senior management personnel responsible for encouraging creative thinking and innovation practices and applying them to further the organisational success. Typically, practitioners lead, encourage and support a culture of creative thinking and innovation practices based on their own reflective practice and learning. Practitioners are responsible for oversight of the establishing and implementation of training, formal support mechanisms, management of real and potential obstacles and risk associated with innovation and, regular review of the outcomes of innovation against set goals and objectives in order to further the success of the strategic planning of an organisation or enterprise.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

1. Critically analyse the generation of creative thinking and innovation practices within organisational contexts

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- 1.1 ***Conditions, drivers and enablers*** that impel and/or shape current and future innovation and creative thinking within ***organisational contexts*** are researched, critically analysed and debated for relevance
- 1.2 ***Theories, techniques, and tools*** of individual and collective creative thinking and innovation practices that foster organisational sustainability are researched, critically analysed and debated for application
- 1.3 Own ***leadership practice*** is analysed, reflected on and challenged for capacity and proficiency in role-modelling and supporting innovation

- |  |   |
|--|---|
| 2. Develop and lead a culture of creative thinking and innovation practice within organisational context/s | <p>2.1 Current conditions and context of organisation or enterprise are assessed to determine requirements for developing an innovation culture</p> <p>2.2 <b>Strategies that support and foster innovation and creative thinking at organisational culture level</b> are initiated, established and promoted in consultation with <b>stakeholders</b></p> <p>2.3 <b>Mechanisms that support and resource innovation and creative thinking at operational level</b> are initiated, established and promoted in consultation with stakeholders</p> <p>2.4 Identify, evaluate and manage potential barriers and <b>risk</b> associated with innovation within an organisation</p> |
| 3. Sustain an organisational culture of creative thinking and innovation practice                          | <p>3.1 Support mechanisms are monitored and reviewed in a timely manner and adjustments made where required</p> <p>3.2 Innovation and creative thinking performance is analysed and reflected on and feedback sought from key stakeholders</p> <p>3.3 Outcomes of analysis and reflection are used, in consultation with stakeholders, to inform future practice</p>  |

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal and communication skills to work collaboratively with clients, colleagues, management and stakeholders
- research methodology and critical analysis skills to identify, source, document, evaluate and debate theories, practices and discourses relevant to creative thinking and innovation practices
- research and analytical skills to appraise structurally intricate and conceptually complex texts and case studies on creative thinking and innovation practices and to relate their concepts, ideas and examples to a range of organisational contexts
- self-management, learning and reflective practice skills to evaluate and advance personal effectiveness in modelling and leading creative thinking and innovation practices across a range of organisational contexts
- communication, consultation and negotiation and team building skills to promote, model, lead and sustain a culture of ongoing learning and development within organisational contexts
- planning and organisational skills to develop, implement and sustain practical strategies and mechanisms that support creative thinking and innovation practices within organisational settings
- organisational, leadership and problem-solving skills to assess challenges and risks at a strategic level and to develop appropriate responses
- literacy and technical writing skills to prepare and present reports; strategic plans; progress monitoring records, and evaluation data
- analytical and evaluation skills to assess creative thinking and innovation practices strategies and use results to inform future practice

## Required Knowledge

- relevant research and scholarly debate on theories and bodies of knowledge about sustainable creative thinking and innovation practices within organisations
- relevant research, literature and scholarly debates about the influence various styles and models of leadership and management have on creative thinking and innovation practices across a range of organisational contexts
- relevant international, national and local legislation, regulations, standards and ethical requirements
- relevant critical analyses of social, political, economic and technological developments that determine the broad context for innovation across a range of organisational contexts
- dialectical relationship between theory and practice in creative thinking and innovation practices within organisations
- principles, practices and methodologies of sustainable strategic business and overall organisational strategic and operational planning
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- risk assessment and change management strategies relevant to innovation and creative thinking within organisations
- change management theory and practice
- information and knowledge management systems and approaches
- performance measuring and monitoring systems
- human and business capacity building methodologies
- project management methodologies
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

***Conditions*** (that shape innovation and creative thinking within organisational contexts) may include:

- organisational requirements, such as:
  - overall strategic planning
  - mission, vision, goals and objectives
  - organisational culture and values
  - business systems and models
  - strategic business planning
  - existent creative thinking and innovation practices and processes
  - executive support for innovation, learning and creativity
  - management practices conducive to supporting innovation
  - internal codes of conduct and ethics protocols
  - copyright and Intellectual Property (IP) legislation, standards and regulations

- o codes of conduct and ethics
- o competency, capability and skills of personnel
- o product and/or service type provided by organisation
- o ability of organisation to embrace new and emerging technologies
- o access to resources
- o ability to gain and respond to customer feedback
- organisational context
- impact of drivers and enablers of creative thinking and innovation practices relevant international, national and local legislation, regulations and standards
- safe work practices

**Drivers** (that impel innovative practice) may refer to:

- issues associated with enterprise type and context
- organisational socio cultural circumstances and issues
- labour market and industry changes and restructures
- new local markets and market shifts
- new business models
- changes to workflow and processes
- customer expectations and new consumer needs
- new and updated legislation, regulations, policies and related issues, such as:
  - o compliance
  - o sustainability
  - o access and equity
  - o deregulation
- price and profitability
- funding initiatives
- impacts of globalisation, such as:
  - o economic change
  - o new market
  - o supply
- technology change, such as:
  - o emerging technologies
  - o requirements to develop new technologies
  - o technology shift to knowledge economy or new economy
  - o change, conflict and convergence



**Enablers** (of innovative thinking and creative practice) may refer to:

- leadership experience
- managerial support
- training and development of personnel
- responsiveness of stakeholders
- organisational policies and procedures
- development of organisational culture of inclusiveness and support
- collaboration
- research focus and support
- access to resources
- structure and design of work in the organisation
- inventions and technological developments and breakthroughs
- profitability and feasibility
- Intellectual Property (IP) terms and conditions

**Organisational contexts** may refer to:

- core purpose and capabilities
- organisation or enterprise product or service sector
- enterprise type, such as:
  - government
  - non-government
  - for profit / not-for-profit
  - multi-cultural, CALD or Indigenous focus
  - community / issues advocacy focus
  - private enterprise
- local, regional, national or global business reach
- internal and external business environment

**Theories** (on innovative thinking and creativity) may refer to:

- The Medici Effect
- evolutionary models
- componential models
- strategic/structural models
- characteristics of innovation, such as:
  - uncertainty
  - ubiquity
  - idiosyncrasy
  - cumulativeness
- relevant psychoanalytic theory

**Techniques and tools** (of innovative thinking and creativity) may include:

- brainstorming
- divergent thinking training
- creative process training
- scenario analysis
- problem-based learning
- workplace management techniques, such as:
  - supervisory commitment and encouragement
  - resourcing time and money
  - appropriate level of challenge and stretch for workforce capacity building
  - workforce autonomy over process / job ownership
  - team building
  - organisational support

**Leadership practice** (in role-modelling and supporting innovation) may refer to:

- critical analysis of theories and scholarly debates on approaches to leadership in contemporary business and organisational practice
- notions of various leadership styles and their implications for innovation within organisations contexts, such as:
  - participative management
  - consultative management
  - macro management
  - micro management
  - hierarchy of support
  - building of trust
  - traditional forms of leadership
- significance of leadership traits and attributes conducive to creative thinking and innovation practices within organisations, such as:
  - reflective practice
  - personality and temperament
  - approach to delegation of tasks and authority
  - flexibility
  - ability to lead and encourage workplace relationships across diverse backgrounds and cognitive preferences
- implications and usefulness of various personality type indicators

**Strategies that support and foster innovation and creative thinking at organisational culture level** may refer to:

- formal and informal training in:
  - creative thinking and innovation practices skills and knowledge, theories and debates
  - reflective practice
  - influence of barriers to innovation
  - bodies of knowledge, theories and debates on drivers and enablers of innovation
  - team building
- formal and informal systems and policies of open and collaborative communication, such as:
  - sharing of innovative ideas and practices
  - consultation
  - team building
- formal and informal systems and policies that promote knowledge transfer amongst stakeholders, such as:
  - recording and documentation systems that capture innovative ideas and practices
  - scheduled and ad hoc knowledge sharing arrangements and activities
  - job and reputation security such that the need to guard knowledge is diminished
  - strategies that address IP concerns within formal research
  - professional networks and communities of practice
- appropriate leadership styles, such as:
  - 'room to think' approaches
  - macro management
  - hierarchy of support
- organisational structural approaches that support integration of creative thinking and innovation practices across whole enterprise, such as:
  - systems of respect
  - culture of co-operation and collaboration
  - collective processes and procedures
  - communication and knowledge transfer strategies
  - support mechanisms at operational and process levels

**Stakeholders** may include:

- management
- colleagues
- clients
- customers

- shareholders
- employees
- technical experts
- industry professionals
- planners
- advisors
- consultants
- local community including individual, groups and agencies

***Mechanisms that support and resource innovation and creative thinking at operational levels*** may refer to:

- strategic planning
- research and development provisions
- operations management systems, processes and procedures that integrate enablers of innovation
- identification, assessment and provision of adequate human and physical resources required to investigate and implement creative thinking and innovation practices
- resource management
- supply chain management
- quality control systems
- compliance requirements
- risk management

***Risk*** may refer to:

- risk management planning, policies and procedures
- risk management in implementation
- legal and regulatory requirements
- contingency planning
- communication systems
- information technology infrastructure
- risk reporting
- financial considerations
- environmental impact
- market changes
- resource capability, capacity and deficiencies
- available technology
- failure to deliver
- product failure
- quality issues
- property damage
- OHS incidents
- workforce considerations, such as:
  - professional incompetence
  - organisational culture factors
  - efficacy of change management
  - resistance to innovative thinking and creative practice

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing and implementing strategies and mechanisms that foster an integrated culture of creative thinking and innovation practices across a range of organisational contexts
- developing and overseeing: monitoring; review; risk management, and continuous improvement strategies for organisational creative thinking and innovation practices
- knowledge of current theories, techniques and tools for fostering an integrated organisational culture of creative thinking and innovation practices
- knowledge of relevant legal, social, political, economic and technological developments that influence organisational capacity for creative thinking and innovation practices

Context of and specific resources for assessment

Assessment must ensure:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- bodies of knowledge on creative thinking and innovation practices, such as relevant academic research and real and/or simulated case studies
- current organisational documentation and support materials
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:

- evaluation of project in developing, implementing and reviewing strategies and techniques for building and fostering creative thinking and innovation practices within a given organisational context
- evaluation of research project into creative thinking and innovation practices theory, trends and models of practice and implementation
- evaluation of portfolio of research into social, political, economic and technologic developments that determine the broad context for innovation within an organisational context

- case studies and scenarios
- simulation and role play
- practical demonstrations
- observation
- direct questioning
- presentations
- third party reports

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. Suggested units may include but are not limited to:

- VU21221: Manage the development, implementation and review of strategic business plans

## VU21223: Manage multiple projects

### Unit Descriptor

This unit describes the skills and knowledge required to undertake the strategic responsibility, accountability and decision making for overall management of multiple projects within an organisational context, through identifying the project scopes within a strategic context, managing the establishment and integration of project activities, and, finalising and reviewing project processes and outcomes.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers, team managers, project leaders or experienced project team members who apply their existing skills, knowledge, skills and experience in general project management to lead project developers, or managers, to achieve project goals and outcomes. Practitioners may be responsible for simultaneous management and integration of project outcomes within organisational overall strategic contexts.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

1. Manage the establishment of multiple projects

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- 1.1 Current models and methodologies for developing ***frameworks for managing multiple projects*** are researched, critically analysed and debated for application to ***organisational context***

- 1.2 Project opportunities are determined, defined and scoped in consultation with ***stakeholders*** and in accordance with management framework and ***organisational requirements***

- 1.3 ***Infrastructure, scope and other relevant documentation*** for multiple projects are determined in accordance with ***organisational policies and procedures***

- 1.4 ***Project plans*** are designed and documented in accordance with organisational and ***compliance requirements***

2. Manage and monitor the execution of multiple projects

- 2.1 Stakeholder commitment, roles and responsibilities are confirmed

- 2.2 Project plans are actioned and project deliverables are achieved in accordance with individual and multiple projects management framework

- |    |     |  |
|----|-----|--|
|    | 2.3 | <b>Risk management</b> is supervised in accordance with the project plans  |
|    | 2.4 | Tactical adjustments are made to plans and multiple projects management framework in order to optimise success                                 |
|    | 2.5 | Reporting and record keeping are overseen and monitored in accordance with the project plans and multiple projects management framework        |
| 3. |     | Finalise, review and evaluate management of multiple projects  |
|    | 3.1 | Multiple projects are finalised and deliverables and processes reviewed and evaluated against the individual and integrated project objectives |
|    | 3.2 | Evaluation findings are documented in accordance with organisational requirements  |
|    | 3.3 | Recommendations for improvement are made and agreed upon in consultation with stakeholders   |
|    | 3.4 | Whole-of-life support is maintained for on-going projects and transition to future projects is facilitated                                     |

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal communication and leadership skills to negotiate, consult and deal effectively with colleagues, clients, stakeholders and other relevant professional
- leadership skills to maintain commitment of stakeholders and project teams and achieve project outcomes
- systems thinking, analytical and research skills to determine multiple projects management framework, optimum project opportunities, project plans and structures
- organisational, business and outcome management skills to plan for and administer multiple project management outcomes across a range of organisational contexts
- systems thinking, strategic planning and leadership skills to administer targets, timelines, roles and responsibilities, team performance and evaluation processes of multiple projects across a range of organisational contexts
- communication and problem solving skills to effectively negotiate in multi-cultural organisational settings
- calculation and quantification skills to monitor and evaluate project outcomes
- complex and precise writing and operational skills to prepare and design project documentation, including: project requirements; progress reports; evaluations and reviews, and, recommendations
- research and analytical skills to source and interpret relevant legal documents, legislation and regulations to meet compliance and ethical requirements
- problem solving, conflict resolution and contingency planning and management skills to mitigate against failure



## Required Knowledge

- relevant international, national and local legislative, regulatory and ethical requirements
- current models and methodologies for the practice of managing multiple projects in organisational contexts
- project management methodologies
- strategic business planning
- overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to managing multiple projects
- financial management strategies
- risk management strategies
- general principles and practices of sustainability
- performance measuring and monitoring systems for multiple project management
- quality management and continuous improvement concepts and practice
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

- Framework for managing multiple projects*** may refer to:
- systemised critical analysis of need for and feasibility of proposed projects, that may take into account:
    - internal and external environment scan
    - political imperatives
    - previous and current related projects
    - policies likely to be impacted
    - cost-benefit analysis
  - systemised method of defining and scoping projects across a portfolio of projects, or number of separate projects, that may or may not be related
  - software tools, such as:
    - project portfolio management suites
  - systemised method of overseeing implementation of multiple projects
  - systemised approach to roles of personnel who are responsible and accountable for the implementation and outcomes of the specific projects within the portfolio or group of projects
  - systemised application of methodology for:
    - project definition
    - project scoping

- o financial management
- o resourcing and procurement management
- o outsourcing management
- o project tracking and schedule management
- o communication and reporting management
- o quality management
- o change management
- o transition arrangements
- systemised integration of project aspects and activities to ensure objectives remain appropriate of overall organisational strategic direction and planning

**Organisational context** may refer to:

- core purpose and capabilities
- organisation or enterprise product or service sector
- enterprise type, such as:
  - o government
  - o non-government
  - o for profit / not-for-profit
  - o multi-cultural, CALD or Indigenous focus
  - o community / issues advocacy focus
  - o private enterprise
- local, regional, national or global business reach
- internal and external business environment

**Stakeholders** may include:

- management
- colleagues
- project leaders and team members
- project sponsor / funding bodies
- clients and customers
- suppliers
- technical experts
- industry professionals
- planners
- advisors
- consultants
- regulators

**Organisational requirements** may include:

- vision, mission, goals, objectives, direction and values
- strategic plans
- business strategy and performance plans
- strategic business planning
- creative thinking and innovation practices
- systems and processes
- operational planning, policies and procedures
- resource requirements and financial considerations
- risk management policies and procedures
- reporting procedures
- legal and ethical requirements and codes of practice
- quality standards and continuous improvement processes
- quality assurance procedures
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- knowledge and Intellectual Property (IP) policies
- OHS policies, procedures and programs
- customer/client service policies and procedures

**Infrastructure** (of projects) may include:

- staffing levels
- recruitment and training systems
- physical resources, such as:
  - budget and finance
  - travel
  - plant and equipment
  - project site
  - consumables
  - technology
  - project office accommodation
- specialist and technical support
- contractors
- project team support mechanisms, such as:
  - training
  - team skills development
- organisational project management framework
- steering committee / advisory group

- Scope** (of projects) may refer to:
- proposal
  - intended outcomes
  - parameters
  - risk analysis
  - timeframe
  - budget and cost estimates
  - required and available resources
  - procurement requirements
  - relationship to other projects within organisational global objectives
  - personnel
  - delegating authority
- Other relevant documentation** may refer to:
- documents outlining:
    - inclusions and exclusions from project
    - quality standards for project
    - contract or other agreements
    - tender documents
- Organisational policies and procedures** may include:
- relevant national, state, local and international legislation such as:
    - public and private sector management acts
    - financial management and accountability legislation and regulations, including international financial transactions and foreign exchange
    - privacy legislation
  - organisational guidelines and procedures relating to:
    - project governance
    - resourcing
    - security
    - strategic plans
    - recruitment
    - risk management
    - procurement guidelines
    - designation approvals
    - industrial agreements

**Project plans** may include:

- project governance, delegations, roles and responsibilities
- project financing/venture capital
- contract management
- strategic planning, such as:
  - personnel management
  - objectives / expected outcomes strategies, including:
    - key tasks targets
    - work breakdown structure (WBS)
    - schedules / timelines / milestones
    - project / program phases
    - agreed reporting requirements
    - whole-of-life support
  - measurable benefits of the objectives
  - financial management including:
    - budget
    - cash flow
    - resource allocation
    - resource management
    - acquisition strategies
  - communication strategies
  - risk management and risk mitigation
  - transition arrangements
- evaluation processes and procedures, such as:
  - feedback, monitoring, review and reporting systems and templates
  - progress reporting
  - quality assurance and continuous improvement strategies

**Compliance requirements** may include:

- laws, regulations and standards
- codes of practice
- procurement regulations (ethics and probity)
- quality standards
- environmental obligations
- technical standards
- financial standards
- reporting standards
- auditing requirements

**Risk management** may include:

- constraints and obstacles, such as:
  - loss of commitment and motivation
  - poor quality procedures
  - failure to evaluate project objectives initially
  - failure to communicate and advise effectively with project/s personnel
  - timeline blowouts
  - cost overruns
- specific requirements and risks of local and international marketplaces, such as:
  - political
  - industrial
  - legal
  - financial
  - social
  - cultural
  - business
  - environmental

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing, implementing and reviewing a framework, applicable across a range of organisational contexts, for establishing, managing and monitoring multiple projects
- knowledge of relevant Federal, State and local government legislation, standards and regulations
- knowledge of project management systems
- knowledge of critical aspects of models and methodologies for managing multiple projects

Context of and specific resources for assessment

Assessment must ensure:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities

- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation
- organisational guidelines, procedures and protocols relating to overseeing or directing multiple project activities
- workplace project documentation

**Method of assessment**

A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:

- evaluation of project in establishing a framework for overseeing multiple projects and its implementation and review
- evaluation of research project into models and methodologies for oversight and management of multiple project
- review of portfolio of research in multiple project management implementation strategies, including risk management and evaluation
- case studies and scenarios
- simulation and role play
- practical demonstrations
- observation
- direct questioning
- presentations
- third party reports

**Guidance information for assessment**

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.





## VU21224: Manage legal, regulatory and ethical compliance requirements in an organisational environment

### Unit Descriptor

This unit describes the skills and knowledge required to develop and implement a compliance management system that meets legal, regulatory and ethical compliance requirements relevant to a specific organisational context.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers and planners who are responsible for an organisation's policies, procedures and systematic approach to compliance with relevant international, national, state and local legislation, standards, regulations and provisions governing operational and ethical imperatives for design, production, provision and distribution of goods and/or services in local and global contexts.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- |  |  |
|--|--|
| 1. Analyse compliance requirements   | <p>1.1 <b><i>Relevant standards</i></b> and <b><i>applicable legislation</i></b> are researched and <b><i>compliance requirements</i></b> for organisation are determined and documented</p> <p>1.2 Legislated and organisational <b><i>ethical requirements</i></b> are delineated, debated and communicated to relevant <b><i>stakeholders</i></b></p> <p>1.3 <b><i>Models and trends</i></b> in managing compliance requirements are researched, documented and debated for application to organisational context</p> |
| 2. Ensure compliance with relevant legislation, regulations and ethical requirements | <p>2.1 Existing <b><i>policies and procedures</i></b> are assessed against compliance requirements and amended, or developed, as required in accordance with <b><i>organisational requirements</i></b></p> <p>2.2 <b><i>Organisational governance approaches</i></b> that develop and support a culture of compliance are delineated, canvassed and applied</p> <p>2.3 <b><i>Independent review bodies</i></b> are identified, critically analysed for benefit to organisation and relevant relationships developed</p>  |

- 3.4 **Compliance risk** management strategies are developed, communicated and implemented
3. Implement compliance auditing and reporting systems
- 3.1 **Compliance auditing and record keeping system** is developed in accordance with legislative and organisational requirements
- 3.2 Compliance reports are prepared and communicated to relevant stakeholders
- 3.3 Compliance auditing and recording systems are routinely reviewed for continuous improvement

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- culturally appropriate interpersonal communication skills to work with local and international clients, colleagues, management, and/or external stakeholders across a range of organisational contexts
- reading and comprehension skills to understand legislation, regulations and industry standards documents and reports
- leadership and mentoring skills to communicate compliance requirements and corollary, organisational policies and procedures
- problem-solving skills to address continuous improvement in compliance
- evaluation and research skills to assess models and trends in compliance management for optimum application to specific organisational contexts
- evaluation and analytical skills to assess organisational compliance systems, policies and procedures
- analytical, evaluation and problem-solving skills to identify, assess and address existing and potential non-compliance and unethical activity
- organisational and time management skills to implement compliance, liaison, auditing and reporting activities across a range of organisational contexts
- project management skills

### Required Knowledge

- relevant international, national and local legislative, regulatory and ethical requirements
- current models and trends in compliance management systems and practices
- ethical and legal requirements for organisational research, information and Intellectual Property (IP) management and approaches
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- governance principles and responsibilities in relation to compliance
- strategies for developing a positive compliance culture within the organisation
- compliance risk assessment and management strategies

- continuous improvement processes for compliance including monitoring, evaluation and review
- compliance auditing and reporting procedures and practices
- breach of compliance reporting and procedures
- project management
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

***Relevant standards*** may refer to:

- Australian and international industry standards relevant to context and purpose of organisation
- codes of practice for the design, manufacture and distribution of products
- codes of practice for the design and provision of goods and services
- technical standards

***Applicable legislation*** may refer to:

- legislation that stipulates compliance with nominated Australian and/or international standards, such as:
  - Australian local, Federal, State and Territory laws, regulations, and provisions
  - laws, acts and regulations within Australia, and relevant other countries, governing activities such as:
    - industry and production
    - service provision
    - marketing and media

***Compliance requirements*** may refer to:

- Australian and international industry standards related to organisation operations
- requirements for certification under statutory licensing systems
- codes of practice and ethical requirements
- compliance standards such as:
  - AS 3806:2006 Compliance programs
  - AS ISO 10002:2006 Customer satisfaction – Guidelines for complaints handling in organisations
  - AS ISO 15489:2004 Records management
  - AS/NZS 4360:2004 Risk management
- legislation related to areas such as:
  - formation and operation of corporations
  - trade practices, tariffs and taxation

- o fair trading
- o anti-discrimination and equal opportunity
- o anti-corruption
- o sustainability
- o funds transfer and financial services
- o financial management and accountability
- o insurance
- o industrial relations and human rights
- o workplace safety
- o whistleblower protection
- o freedom of information
- o privacy
- relevant aspects of various legal provisions, such as:
  - o common law
  - o criminal law
  - o contract law
  - o administrative law
- non-compliance management processes, including: classification, investigation, rectification and reporting of breaches
- compliance improvement strategies
- training
- imperatives of legally and self-imposed ethical standards relating to:
  - o research methodologies
  - o methods of researching, sourcing and storing information
  - o Intellectual property (IP)
  - o privacy
  - o stakeholder consultation
  - o economic, social and environmental sustainability principles and practice (Triple Bottom Line)
  - o transparency, such as:
    - conflict of interest processes and considerations
    - standard disclosures

**Ethical requirements** may include:

- Stakeholders** may include
- management
  - colleagues
  - clients

- customers
- partners
- technical experts
- industry professionals
- planners
- financial institutions
- funding bodies
- regulators
- compliance specialists
- legal representatives
- government representatives

***Models and trends***, in managing compliance, may refer to:

- examples and shifts in methodologies of compliance management systems, policies and procedures, including imperatives, such as:
  - maintaining current knowledge of compliance requirements
  - continuous improvement methodologies for compliance systems
  - organisational strategies for dealing with breaches of compliance
  - legal recourse regarding breaches of compliance
  - reporting and auditing systems
- theories, notions and trends in best compliance practice for:
  - working with cultural diversity and inclusion
  - environmental, social and economic sustainability
  - OHS
  - development of core principles
- role of benchmarking
- role of compliance in reputation of organisation
- role of relationships with independent review bodies

***Policies and procedures*** may refer to:

- non-compliance rectification strategies
- compliance improvements
- quality assurance
- certified technical testing
- training and communication
- purchasing and procurement
- relevant technology and processes
- environmental auditing

**Organisational requirements** may include:

- logistics management
- financial auditing
- risk management
- OHS
- compliance implementation program
- business and performance plans
- strategic business planning
- quality standards
- legal requirements
- explicit general organisation governance responsibilities, such as:
  - ethical behaviour towards and about stakeholders
  - consultation and participation imperatives
- induction and training processes related to compliance management
- promotion of organisational culture of compliance

**Organisational governance approaches** that develop and support a culture of compliance, may refer to:

- business planning that addresses compliance
- clear and comprehensive compliance policies and procedures
- training and mentoring provisions for stakeholders
- risk assessment and management
- performance monitoring systems
- auditing and reporting systems
- resolution of complex matters relating to legislation, regulations and provisions, such as:
  - conflicting legislation
  - ambiguity
- core principles and responsibilities of corporate citizenship, such as:
  - transparency
  - accountability
  - declaration of conflicts of interest
  - awareness of environmental, social and economic impact

**Independent review bodies** may include:

- relevant international, national, state and local government bodies, agencies and / or committees
- boards of directors
- external auditors
- trustees

- councils or council committees
- ministerial or parliamentary committees
- local compliance bodies of any designated global market place

**Compliance risk** may refer to:

- events or factors that diminish timely and precise meeting of compliance requirements, such as:
  - accidents
  - disasters
  - liability for product or service failings
  - liability for employee behaviour
  - supply failures
  - service interruptions
  - debtor default
  - failure of business or service venture
  - cost overruns
  - failure to meet time constraints
- conflicting legislation
- inadequacies in procedures, such as:
  - non-compliance with international legislation
  - non-understanding of codes of behaviour in international arenas
  - insufficient financial or other controls
  - insecure internet and other information systems
  - in-auditable records processes
  - ambiguous guidelines
  - absence of guidelines
  - unnecessary complexity in guidelines
  - use of non-current legislation
  - wilful ignorance

**Compliance auditing and record keeping systems** may include:

- internal and external auditing strategies
- external auditing agencies
- internal auditors
- audit and compliance reporting systems, including:
  - tracking procedures
  - quality controls
  - rectification reports

- o routine periodical reporting
- o annual reporting
- o evaluation of reporting procedures
- compliance review systems, including:
  - o monitoring techniques and performance indicators
  - o evaluation of non-compliance rectification strategies
  - o evaluation of compliance improvement strategies

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- Developing and implementing policies, procedures and support systems to meet compliance requirements for a specific organisational context
- Developing and implementing auditing, reporting and continuous improvement systems for a specific organisational context
- knowledge of compliance management auditing and reporting strategies and systems
- knowledge of relevant International, Australian Federal, State and local government legislation, standards, regulations and ethical requirements

Context of and specific resources for assessment

Assessment must ensure that:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- examples of organisational compliance systems and methods
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:

- evaluation of project in compliance management that is informed by benchmarking or research into current models of practice
- evaluation of project in developing organisational awareness of the implications and impact of non-compliance and unethical behaviours of organisations



- evaluation of research project into current models and trends in compliance management
- review of portfolio of research into current international, national, state and local legislation, industry standards, regulations and provisions
- practical exercises
- case studies and scenarios
- observation
- direct questioning
- presentations
- third party reports

Guidance information for assessment      Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.



## VU21225: Develop and manage risk management strategy

### Unit Descriptor

This unit describes the skills and knowledge required to develop, and oversee the implementation and review of a risk management strategy for a particular organisational context.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers, planners and project managers responsible for overseeing or leading risk management processes at a strategic level within an organisational context. Typically practitioners systematically identify, evaluate and prioritise existing and potential risks, develop strategic approaches to their removal and/or minimisation including the promotion and support of an overall organisational culture of risk management awareness.

#### ELEMENT

Elements describe the essential outcomes of a unit of competency.

#### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- |   |   |
|---|---|
| 1. Analyse risk management requirements | <p>1.1 Existing and potential <b><i>sources of risk</i></b> for a given <b><i>organisational context</i></b> are identified and documented</p> <p>1.2 <b><i>Legislative and organisational compliance requirements</i></b> are delineated and documented</p> <p>1.3 Risks are prioritised, according to <b><i>acceptable level of risk assessment</i></b>, and in consultation with <b><i>relevant specialists</i></b> and <b><i>stakeholders</i></b></p>   |
| 2. Develop risk management strategy     | <p>2.1 <b><i>Risk management strategy</i></b> is developed based on analysis of organisational risk management requirements and in consultation with relevant experts and stakeholders</p> <p>2.2 <b><i>Risk management techniques and tools</i></b> are evaluated and selected for suitability</p> <p>2.3 <b><i>Performance review methodology</i></b> that will enable timely and ongoing monitoring and evaluation is developed, in consultation with stakeholders, and built into the strategy</p> <p>2.4 In consultation with stakeholders, <b><i>change management</i></b> and information sharing strategies are developed to promote an organisational culture of risk management and awareness</p> |

- |  |   |
|--|---|
| 3. Implement and review risk management strategy | 3.1 Implementation is managed and monitored in accordance with risk management strategy policies, processes, and procedures |
|  | 3.2 Efficacy of risk management is reviewed against stated elimination and mitigation goals and objectives                  |
|  | 3.3 Findings are used to inform continuous improvement in processes, procedures, planning and consultation                  |

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal communication and leadership skills to negotiate, consult and deal effectively with colleagues, clients, stakeholders and relevant external professionals and experts
- advanced facilitation skills to manage behaviour change initiatives
- negotiation, conflict resolution and influencing skills to effectively achieve consensus and commitment to risk management
- communication and team management skills to achieve strategic outcomes
- research and analytical skills to source and interpret relevant codes, standards and protocols for risk management requirements
- process and data analysis skills to assess existing and potential risks and to identify, prioritise mitigation opportunities
- planning and evaluation skills to develop risk management strategies, policies and procedures
- writing and reporting skills to develop reports, technical documents, formal and informal reports, monitoring and progress reports and implementation plans
- analytical and evaluation skills to assess risk management strategy and use results to inform future practice

### Required Knowledge

- general principles, practices and methodologies of risk management
- risk management strategic planning
- strategic business planning
- overall organisational strategic and operational planning
- relevant international, national, state and local government legislation, regulations, standards and provisions
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- creative thinking and innovation practices in relation to managing risk
- people and change management methodologies
- performance measuring and monitoring systems
- quality management and continuous improvement concepts and practice
- project management methodologies
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

***Sources of risk*** may refer to:

- human behaviour
- professional incompetence
- OHS
- technology / technical issues
- legal actions, such as:
  - fraud
  - compliance breaches
  - litigation
  - civil, criminal and/or administrative actions
- political events
- property / equipment
- environmental
- financial / market
- natural events
- industrial disputation
- product failure

***Organisational context*** may refer to:

- relationship between organisation and the physical, operational, political, legal, social, commercial and economic environments in which it operates
- physical environment of organisational operations, such as:
  - workplace / worksite physical characteristics
  - own or client legal responsibility for workplace /worksite
- core purpose and capabilities
- organisation or enterprise product or service sector
- enterprise type, such as:
  - government
  - non-government
  - for profit / not-for-profit
  - multi-cultural, CALD or Indigenous focus
  - community / issues advocacy focus
  - private enterprise
- local, regional, national or global business reach
- internal and external business environment

**Legislative compliance requirements** may refer to:

- o duty of care
- o equal opportunity
- o company law
- o contract law
- o environmental law
- o freedom of information
- o fraud
- o financial management and accountability
- o industrial relations law
- o privacy and confidentiality
- o legislation relevant to organisation's operations
- o legislation relevant to operation as a business entity
- AS/NZS ISO 31000:2009 Risk Management - Principles and Guidelines

**Organisational compliance requirements** may refer to:

- codes of practice and ethics
- policies and procedures for legislative and regulatory compliance
- policies and procedures for relevant Australian and international standards compliance
- organisational policies and procedures, including:
  - o risk management strategy
  - o policies and procedures for risk management
- environmental auditing
- OHS implementation systems
- quality assurance
- training

**Acceptable levels of risk assessment** may refer to:

- ranking of risk based on likelihood and consequences of risks and therefore the level of threat to an organisational and the level of action / control measure required, such as:
  - o low: treated with routine procedures
  - o moderate: with specific responsibility allocated for the risk, and monitoring and response procedures implemented
  - o high: requiring action to prevent potential damage to the organisation
  - o extreme: requiring immediate action, as the risk could be devastating to the organisation

**Relevant specialists** may include:

- risk management consultants
- certified OHS practitioners

- environmental scientists
  - engineers
  - production managers
  - financial managers
  - other technical experts
- Stakeholders** may include:
- management
  - colleagues
  - clients
  - planners
  - advisors
  - consultants
  - industry professionals
  - suppliers
  - service providers
  - contractors
  - regulators
  - union representatives
  - government agencies and representatives
  - local community including individuals, groups and agencies
- Risk management strategy** may refer to:
- risk management strategic plan that will:
    - address the context
    - identify the risk
    - assess the probability and possible consequences of risks
    - eliminate / mitigate these risks through strategies such as:
      - risk avoidance by:
        - ~ terminating the activity
        - ~ conducting it in another way
      - control measures that:
        - ~ reduce the likelihood of the risk occurring
        - ~ reduce the consequences of the risk
      - risk transference through:
        - ~ insurance
        - ~ penalty clauses
      - retaining the risk and covering any loss or other negative effect through risk-specific:
        - ~ contingency plans
        - ~ funds allocation

- monitor and review outcomes
- consult, share information and communicate across whole organisation
- is integrated with organisational overall strategic planning
- risk management action plan covering:
  - personnel
  - responsibilities
  - resource allocation
  - timelines
  - targets and milestones
  - completion of key tasks and implementation phases
  - monitoring, review and evaluation
  - progress and finalisation reporting
- risk management resourcing plan covering:
  - infrastructure needs
  - personnel
  - training and professional development
  - physical resources
  - funding / investment / overhead costs

***Risk management techniques and tools*** may include:

- liaison with industry representatives and subject matter experts
- qualitative analysis
- quantitative analysis
- Relevant international, national, state and local government legislation, regulations, standards and provisions, such as:
  - Australian industry standards
  - OHS regulations 1995 / 2004
  - codes of conduct / ethics
  - reference to relevant statistical information
  - technical and specification manuals
  - quality manuals
  - computer modelling
  - sensitivity analysis
  - structured interviews
  - statistical data
  - questionnaire
  - fault trees
  - analysis of consequences – loss of money, time, labour, intangibles



**Performance review methodology** may refer to:

- reporting structures and procedures
- regular and timely reporting
- quality assurance manuals policies and procedures
- Global Reporting Initiative (GRI) sustainability reporting
- continuous improvement policy and procedures

**Change management** may refer to:

- promotion of the strategic advantages of a risk management culture, such as:
  - aggregated risk information for inclusive, organisation-wide decision making rather than bottom up reporting by function
  - improved morale
  - improved responsiveness to risk incidence / occurrence
  - improved safety
  - improved sustainability
  - reduced resource wastage
  - improved ability to address new and emerging risks
  - improved business performance and economic return
  - improved client service
  - alignment of risk management with organisational strategic planning
- strategies to gain and maintain commitment to strategy across whole organisation, such as:
  - training and re-training
  - mentoring
  - professional development
  - open communication channels
  - motivation
- organisational policies and procedures for promulgation of information

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing, managing the implementation and evaluation of a risk management strategy based on the analysis of risk management requirements of a particular organisational context
- developing and managing the implementation of monitoring and review processes for continuous improvement of the risk management plan
- knowledge of key principles and practices of risk management

Context of and specific resources for assessment	<ul style="list-style-type: none"> <li>• knowledge of relevant international, Australian national, state and local government legislation, regulations, standards and provisions</li> </ul> <p>Assessment must ensure that:</p> <ul style="list-style-type: none"> <li>• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts</li> </ul> <p>Resources implications for assessment include access to:</p> <ul style="list-style-type: none"> <li>• suitable simulated or real workplace opportunities</li> <li>• relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation</li> </ul>
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>• evaluation of project in developing and managing a risk management strategy for a specific organisational context</li> <li>• evaluation of research project into sources and causes of risk and their potential levels of impact for a range of organisational contexts</li> <li>• review of portfolio of research into legislation, provisions and guidelines for risk management across a range of existing and potential risks faced by organisations</li> <li>• practical exercises</li> <li>• observation</li> <li>• direct questioning</li> <li>• presentations</li> <li>• third party reports</li> </ul>
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## VU21226: Manage people in an organisational environment

### Unit Descriptor

This unit describes the skills and knowledge required to develop and manage the motivation and engagement of people, within an organisational context, in order to achieve what the organisation has set out to do. This is achieved through analysis of organisational context and stakeholder capability and the development of appropriate people management strategies: communication; collaboration; reflective practice, and motivational approaches.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of senior managers who are responsible for engaging stakeholders to link their expectations, roles, responsibilities and collaborative endeavours to meeting the organisational strategic goals and objectives. This function may extend across the organisation or within specific parts of an organisation. Typically, practitioners develop and implement people management strategies in order to get the best out of stakeholders in furthering organisational success.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

1. Critically analyse people management within organisational contexts
2. Implement strategies to support people to further organisational objectives

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- 1.1 ***Organisational structural and cultural conditions*** that shape people management approaches within ***organisational contexts*** are delineated
- 1.2 ***Theories, models and debates*** on managing the human side of organisations are researched, critically analysed and debated for application
- 1.3 ***Own skills, knowledge, attitudes, values*** related to managing people to achieve organisational goals and objectives are analysed, reflected on and challenged for capacity and proficiency
- 2.1 In consultation with ***stakeholders, people analysis tools and methods*** for determining individual or group proclivity for particular work functions / roles are appraised for application
- 2.2 ***Communication strategies*** to inform and support people in linking their expectations, roles and responsibilities to organisational goals and objectives are developed and managed

- |  |     |  |
|--|-----|--|
|  | 2.3 | In consultation with stakeholders, strategies for establishing <b>collaboration</b> and <b>networks</b> are analysed, determined and managed |
|  | 2.4 | Strategies are monitored, feedback sought from stakeholders and findings debated and used to inform future practice                          |
| 3. Develop and implement motivational practices within an organisational context | 3.1 | Models, theories and scholarly debates on <b>motivational practice</b> are researched and analysed for application to organisational context |
|  | 3.2 | Strategies to address <b>generational and cultural diversity</b> , are determined and implemented in consultation with stakeholders          |
|  | 3.3 | Motivational practices are monitored, feedback sought from stakeholders and findings debated and used to inform future practice              |

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal and communication skills to work collaboratively with clients, colleagues, management and stakeholders
- research methodology and critical analysis skills to identify, source, document, evaluate and debate theories, practices and discourses relevant to managing human behaviour in organisations
- research and analytical skills to appraise structurally intricate and conceptually complex texts and case studies on human behaviour and people management and to relate their concepts, ideas and examples to a range of organisational contexts
- self-management, learning and reflective practice skills to evaluate personal effectiveness in managing people within organisational contexts
- systems thinking, strategic management, problem-solving and analytical skills to interpret organisational objectives, assess challenges and requirements and to develop appropriate people management responses
- communication, consultation and negotiation and team building skills to promote, and lead a culture of collaboration and motivation within organisational contexts
- literacy and technical writing skills to prepare and present reports; strategic plans; progress monitoring records, and evaluation data
- analytical and evaluation skills to assess people management strategies and use results to inform future practice

## Required Knowledge

- relevant research and scholarly debate on theories and bodies of knowledge about understanding and managing people and behaviour within organisations
- relevant research, literature and scholarly debates about the influence organisational structure and design, culture and conditions have on approaches to people management across a range of organisations
- dialectical relationship between theory and practice of managing people and human behaviour within organisations
- relevant international, national and local legislation, regulations, standards and ethical requirements
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- performance measuring and monitoring systems
- quality management and continuous improvement concepts and practice
- human and business capacity building methodologies
- strategic business planning
- overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to people management
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

***Organisational structural and cultural conditions***  
(that shape people management approaches)  
may refer to:

- organisational structure and design
- organisational decision making
- organisational approaches to management styles
- organisational mission / vision formulation processes
- organisational philosophical approaches to socialisation, individuality and conformity
- degree, nature and distribution of influence, power and politics within organisations
- existent and potential conflict and/or co-operation
- demographic profile of stakeholders

***Organisational context***  
may include:

- specific organisational structural and cultural conditions
- core purpose and capabilities
- organisation or enterprise product or service sector
- major short-term projects
- enterprise type, such as:
  - government

- o non-government
- o for profit / not-for-profit
- o multi-cultural, CALD or Indigenous focus
- o community / issues advocacy focus
- o private enterprise
- local, regional, national or global business reach
- internal and external business environment

**Theories, models and debates** (on managing the human side of organisations) may refer to:

- critical analysis of historical theories and bodies of knowledge on managing behaviour in organisations
- critical analysis of theories and scholarly debates on approaches to managing people and behaviour in contemporary organisations
- critical analysis of models of organisational structure and design and corollary methods of, and approaches to, people management
- critical analysis of definitions of an effective workplace
- models of developing and promoting transcendent values of organisations
- debates on socialisation within organisations:
  - o balance of individuality and conformity and effectiveness/efficiency of operations
  - o organisational need for order and consistency
- safeguards against compulsion and social manipulation by highly socialised organisations, such as:
  - o cultural rules
  - o compliance
  - o whistleblower protection
  - o trade practices legislation
  - o industrial relations legislation
- theories and debates on managing creative thinking and innovation practices within a socialisation balance
- motivational theory
- critical analysis of the advantages and disadvantages of using psychoanalytic theory and tools
- scholarly debates on use of personality type psychoanalytic tools and methods to determine outcomes for personnel, such as:
  - o job-fit
  - o function and role
  - o team membership capacity
  - o leadership capacity

**Own skills, knowledge, attitudes, values** may refer to:

- models and benefit analysis of collaboration, networking and team building
- models and benefit analysis of communication skills / strategies and their development
- reflective practice
- self-motivation and commitment
- philosophical approaches to styles of leadership and management
- ways of interpreting human responses to situations
- identified personal assumptions that shape expectations and outcomes
- influence own learning style and disposition has on managing others
- ability and desire to delegate
- ability to respond rather than react

**Stakeholders** may include:

- management
- colleagues
- clients
- customers
- shareholders
- owners
- board members
- employees
- suppliers
- technical experts
- industry professionals
- planners
- advisors
- consultants
- regulators
- government agencies and representatives
- local community including individual, groups and agencies

**People analysis tools and methods** may refer to:

- occupational personality matching diagnostic tools
- psychoanalytical tools, such as:
  - human capability and capacity analytics
  - learning styles analytics
  - personality typology
- advantages and disadvantages of using personality type analytical tools

**Communication strategies** may include:

- interpersonal communication and management skills, such as:
  - self-reflection
  - verbal and non-verbal communication and interpretation
  - use of language for clarity and motivation
  - clear and concrete presentation of options
  - culturally sensitive engagement techniques
  - approaches to giving and receiving information
  - effective delivery of corrective and confirming feedback
  - responding rather than reacting
  - building trust and reliability
- formal and informal communication, consultation and information channels such as:
  - meetings
  - digital channels and platforms
  - other electronic communications
  - reports and progress documentation
  - quality and operations policies, procedures and manuals
- interpersonal and electronic communication protocols

**Collaboration** may refer to:

- partnerships, alliances, associations and relationships
- linking collaborative endeavours to organisational goals and objectives
- teamwork strategies, such as:
  - team building, such as:
    - working effectively in diverse teams
    - effectively acknowledging cultural protocols
    - knowing how to define the roles within a team
    - identifying the strengths of team members
    - working towards consensus in a team environment
  - team strategic planning and goal setting
- provision of feedback within collaborative relationships and to relevant colleagues
- strategies to address differences in disposition and personality within collaborative relationships, such as:
  - respect
  - trust building
  - reliability
  - co-operation
  - equal opportunity
  - inclusiveness



**Networks** may include:

- internal networks, such as:
  - organisation-wide formal and informal groups and events
  - cross-departmental arrangements
  - formal and informal communities of practice
- external networks, such as:
  - professional associations
  - financial institutions
  - strategic alliances

**Motivation practices** may refer to:

- culture of self-reflection and learning
- developmental delegation
- regular feedback
- building trust, reliability and co-operative relationships
- linking expectations, roles and responsibilities to organisational goals and objectives
- identification with common values / organisational transcendent values
- engagement programs, such as:
  - education and training
  - coaching and mentoring
  - professional development
  - consultation
  - participation
- promulgation of benefits of engagement programs, such as:
  - career progression
  - achievement
  - quality improvement
  - morale
  - corollary of business success to job-security
- theories and models for addressing motivation issues and practices, such as:
  - goal setting
  - reinforcement
  - job design
  - equity
  - meeting individual expectations and needs
  - self-esteem development
  - recognition

- Generational and cultural diversity** may refer to:
- generational and cultural differences in work / life values and perceptions
  - conflicting motivations for work, such as:
    - fun and fulfilling versus obligation and challenge
  - generational differences in experience
  - generational and cultural philosophical approaches to success, achievement and career advancement
  - generational and cultural diversity in:
    - values
    - beliefs
    - mores

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing, implementing and reviewing a range of people management strategies, based on assessment organisational context, in order to achieve organisational goals and objectives
- knowledge of people management concepts, terms, principles, theories and models and their potential application across of range of organisational structures and contexts
- knowledge of relevant international, Federal, State and local government legislation, standards and regulations

Context of and specific resources for assessment

Assessment must ensure:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation
- organisational guidelines, procedures and protocols relating to people management activities

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Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"><li>• evaluation of project in developing, implementing and reviewing a range of diagnostic, communication, collaboration and motivational strategies to engage people in focussing and furthering organisational goals and objectives</li><li>• evaluation of research project into theories, concepts and practices of managing human behaviour/people in organisations</li><li>• review of portfolio of research into tools for assessing/diagnosing human work-related capacity and capability within organisational contexts</li><li>• practical exercises</li><li>• observation</li><li>• direct questioning</li><li>• presentations</li><li>• third party reports</li></ul>
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p> <p>It is highly recommended that this unit be undertaken after successful completion of:</p> <ul style="list-style-type: none"><li>◦ VU21226: Manage people in an organisational environment</li></ul>



## VU21227: Manage business in a global environment

### Unit Descriptor

This unit describes the skills and knowledge required to assess organisational positioning and capacity to develop global business opportunities and develop, implement and review global business activities that address requirements of: global environment and its impact on business; strategic positioning; compliance; cultural awareness required to advance global business networks and to achieve successful business practice, and, risk management and performance measuring.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers and business planners who administer international business ventures. Typically, practitioners are responsible for managing the processes of researching business opportunities, advancement strategies, such as strategic alliances and networks, and for putting policies, procedures and protocols in place that will achieve organisational /business goals and objectives with trading partners who may operate in a very different political, cultural, economic and social environment from Australia.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- |  |   |
|--|---|
| 1. Analyse the global environment in which the business operates | <p>1.1 Core business of organisation and global elements of strategic planning are profiled</p> <p>1.2 Current and emerging trading partners, other than Australia, are identified and broad cultural differences in <b><i>business practices</i></b> delineated</p> <p>1.3 <b><i>Compliance requirements</i></b> and characteristics of <b><i>terms of trade</i></b> are identified and analysed for application to organisational context</p> <p>1.4 Impact of <b><i>emerging trends</i></b> within the global business environment on organisational business activities is researched and debated</p> |
| 2. Manage cultural diversity in a global business environment    | <p>2.1 <b><i>Cultural intelligence</i></b> is defined and applied to analysis of the cultural features of selected countries considered important to global business activities</p>   |

- 2.2 **Skills, knowledge and attitudes** appropriate for conducting global business in different cultures are determined
- 2.3 **Cultural norms in the workplace** of selected countries are identified
- 2.4 Effective cross-cultural **communication** and **negotiation strategies** for improved business outcomes are developed
3. Develop and implement a global business plan
- 3.1 In consultation with **stakeholders**, pros and cons of using domestic, international or hybrid business opportunities are assessed against **business drivers**
- 3.2 Advantageous **global business networks** are **cultivated** and terms of trade agreements established in accordance with compliance and **organisational requirements**
- 3.3 **Resource requirements** to manage global business activities are investigated and managed
- 3.4 **Performance** and **risk** management strategies consistent with organisation's strategic direction are established and implemented

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- culturally appropriate interpersonal communication skills to work with local and international clients, colleagues, management, and/or external stakeholders across a range of organisational contexts
- research and analytical skills to source relevant legislation, regulations, standards and provisions
- problem-solving skills to seek accurate translations of relevant legislation and regulations of international trading partners
- research and analytical skills to assess existing conditions and emerging trends in global political, economic, social, and environmental trends and their impact on global business activities
- research, analytical and planning skills to identify and address different cultural mores, culturally-specific business practices, and, culturally-diverse workplace practices across a range of national identities and ethnic groups
- leadership, negotiation and problem-solving skills to assess benefits of specific global networks and establish and implement relevant global network involvement strategies and plans
- strategic thinking skills to determine global business goals and objectives and to develop tactical approaches to their achievement and advancement
- analytical and calculation skills to determine human and physical resourcing and other budgetary requirements of global business activities

- literacy and technical writing skills to prepare and present reports; strategic plans; progress monitoring records, and evaluation data about global business activities
- strategic planning, analytical and evaluation skills to monitor and assess global business activity planning and to use results to inform and improve future practice

### Required Knowledge

- relevant international, national and local legislative, regulatory and ethical requirements
- compliance management systems, processes and procedures
- quality compliance standards and regulations of selected trading partners
- international funds transfer regulations and systems
- relevant domestic and international terms of trade agreements, treaties, and/or conventions
- copyright, trademarks and intellectual property legislation
- general knowledge of the impact that international cultural, historical, political and economical events have on global business activities and cultivation of global networks
- culturally-specific language, terminology and protocols required for conducting business activities in global contexts
- enterprise, product and services knowledge relevant to conducting international business activities and cultivation partnerships and/or networks
- principles, practices and methodologies of sustainable strategic business planning
- risk management strategies
- strategic business planning and overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to managing business in a global environment
- project management methodologies
- research and analysis methodologies
- safe work practices

### RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

***Business practices*** may refer to:

- modes of business activities, such as:
  - joint ventures
  - strategic alliances
  - partnerships
  - direct investment
  - use of intermediaries and / or agents
  - provision of intermediary or agent services
- communication channels and modes
- online business activities

- industrial relations
- legal and ethical practices
- negotiation policies and procedures
- culturally-specific sensitivities such as:
  - maintaining face
  - protocols
- culturally-specific practices, such as:
  - responses to the presence of conflict
  - conflict management strategies and mechanisms
  - policies and procedures for conflict resolution

**Compliance requirements**  
may include:

- local standards
- relevant local legislation regarding considerations such as:
  - environment
  - employment
  - OHS
- international trade groups
- international trade agreements, including:
  - Fair Trade
  - Free Trade
- bilateral and multi-lateral trade agreements
- trade practices laws and guidelines
- regulations and provisions
- industry standards
- codes of practice and ethical requirements
- legislative and regulatory requirements, such as those relating to:
  - financial agreements
  - trade arrangements
  - trademarks
  - intellectual property
  - client service
- compliance implementation program, such as:
  - compliance assessment
  - non-compliance rectification strategies
  - compliance improvements
  - compliance auditing and reporting systems
  - compliance review systems



**Terms of trade** may refer to:

- specifications on delivery
- quality
- acceptance/rejection of goods
- payment
- international fund transfer
- commissions
- provisions for bad debts
- insurance

**Emerging trends** may include:

- socio-cultural, political, economic, environmental and technological factors that may directly affect global business activities
- political risks such as:
  - ownership risk
  - operating risk
  - transfer risk
- changes in areas such as:
  - regulation of foreign investment
  - economic indicators
  - size of relevant market
  - number and performance of competitors
  - changes in the nature of competition
  - new technologies and innovation

**Cultural intelligence** may refer to:

- application of knowledge of cultural specificity in:
  - interpreting human responses to situations
  - identifying cultural bias
  - identifying cultural assumptions
  - identifying personal cultural assumptions that shape expectations and outcomes
  - effectively communicating across cultural barriers
- Culture:
  - distinctive spiritual, material, intellectual and emotional features of society or social group as defined by UNESCO Universal Declaration on Cultural Diversity 2002 including:
    - arts
    - literature
    - lifestyles
    - ways of living together / social structures
    - value systems
    - traditions and beliefs

- Cultural diversity:
  - uniqueness and plurality of the identities of the groups and societies making up humankind, as defined by UNESCO Universal Declaration on Cultural Diversity 2002
- awareness of impact of significant events for trading partners, such as:
  - cultural
  - economic
  - historical
  - physical and geographic
  - political
  - religious

**Skills, knowledge and attitudes** includes, but is not limited to:

- culturally specific processes and procedures for decision making, such as:
  - social hierarchy rules
  - cultural hierarchy of authority
  - restrictions or rules for communication to do with:
    - social levels and status
    - gender
    - age
- work design based on rules and procedures for specific groupings of whom can work with whom
- Industrial Relations (IR) legislation and practices, such as:
  - employer and employee responsibilities and expectations for job roles
  - casualisation of work force
  - hiring and firing
  - rights at work
- impact of industrial relations approaches on work, such as:
  - willingness and motivation
  - security
  - back-up and protection for workers to lodge claims

**Cultural norms in the workplace** may refer to:

- operational roles and relationships between particular personnel groups, such as:
  - supervisors
  - managers
  - workers

- reward and recognition systems
- motivation factors
- levels of formality
- risk-taking / unsafe work practices that exist in some workplaces, such as:
  - failure to follow OHS, Standard Operating Procedures (SOP) and other safety protocols
  - long hours
  - insufficient rest breaks
  - pressure to meet quotas

**Communication strategies** may refer to:

- culturally inclusive and sensitive engagement techniques
- culturally intelligent approaches to:
  - managing team dynamics
  - reading body language
  - manners
  - etiquette
  - protocols
  - language
- organisational communication protocols and procedures

**Negotiation strategies** may refer to:

- adapting to cultural specificity of:
- levels of formality
  - levels of authority, hierarchy and/or rules in relation to:
    - decision making processes
    - steps to closing a deal
    - perceptions about who does the negotiating and who makes the final decision
    - strata of communication and reporting relationships
    - processes for ensuring accurate relating of information
    - asking for clarification

**Stakeholder** may include:

- management
- colleagues
- clients
- customers
- shareholders
- partners
- technical experts

- industry professionals
- manufacturers
- planners
- financial institutions
- funding bodies
- regulators
- compliance experts
- legal representatives
- alliance representatives
- government representatives

**Business drivers** may include:

- supply
- reliability
- skills
- quality
- exchange rates
- time to market
- risk management
- incentives
- tariffs
- viability and sustainability of business development opportunities
- Business strategy options for entering different global business environments
- relative competitiveness conditions, such as:
  - product /service costs
  - quality
  - time to market
  - environmental compliance
  - ethical considerations
  - reliability of:
    - market
    - quality
    - work force
    - continuity of supply

**Global business networks** may refer to:

- international organisations and associations
- standards organisations
- business associations

- partnerships and alliances
- industry and business networks
- industry associations
- government-sponsored groups
- technical associations
- personal networks

**Cultivated** (global business networks) may refer to:

- involvement strategies, such as:
  - trade fairs and missions
  - conferences, forums
  - seminars
  - network events
  - product and/or service launches
  - ad hoc engagement

**Organisational requirements** may refer to:

- purpose, values and strategic goals
- business strategy and performance plans
- strategic business planning
- quality standards
- policies, procedures and processes
- legal and ethical requirements and codes of practice
- international and local strategic positioning
- prioritising of international business opportunities
- creative thinking and innovation practices
- culturally inclusive protocols
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- knowledge and Intellectual Property (IP) policies
- resource requirements and financial considerations
- risk management policies and procedures
- OHS policies, procedures and programs
- customer / client service and satisfaction
- global business network involvement planning, such as:
  - prioritising of networking opportunities cultural intelligence requirements, such as:
    - culturally aware communication requirements
    - cultural protocols
    - relevant legislation and regulations
    - resourcing
    - consultation with stakeholders

**Resource requirements**

may include:

- people
- interpreters
- demonstration equipment
- samples
- formal information
- current technologies
- training for capability and capacity building
- logistics
- procurement

**Performance**

(management strategies)

may refer to:

- measurable key performance indicators (KPIs)
- use of measurement tools
- review and evaluation
- quality control
- continuous improvement
- criteria for assessing benefits and performance of global business network involvement, such as:
  - international profile of network, such as:
    - reputation, history, reliability, ethic
    - location
    - membership base and affiliate networks
  - cost benefit analysis
  - type of product and/or service

**Risk** may refer to:

- financial considerations
- environmental impact
- failure to deliver
- loss
- mitigation, such as:
  - penalty clauses
  - insurance
- quality
- available technology
- communication systems
- cultural factors
- language factors
- legal and regulatory requirements
- legal risks in trading goods and services online to international environments

- resource availability, sustainability and management
- resource capability and capacity
- logistics
- transportation systems
- telecommunications infrastructure
- trade barriers
- work factors and work force risks
- political stability
- corruption risks

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- determining requirements and opportunities for implementing business activities in a global environment
- planning, implementing and monitoring business activities in a global environment
- knowledge of national and cultural implications for managing business in a global environment
- knowledge of legal and compliance issues relevant to conducting global business activities
- knowledge of impact of international environment on global business

Context of and specific resources for assessment

Assessment must ensure that:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- examples of global business planning, implementation and performance review
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation

Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"><li>• evaluation of a strategic business plan for a target global opportunity that is developed through comprehensive research and analysis and that addresses: strategic positioning; compliance; cultural intelligence; risk management; human resource and training factors; physical resourcing; strategic networking; logistics and performance management</li><li>• evaluation of a comparative research portfolio into two different targeted global business opportunities focussing on planning, implementation and review issues and risks associated with specific and culturally different strategies for managing business trading partners from outside Australia.</li><li>• evaluation of research project into business benefits of cultivating global business networks and strategies to achieve benefits</li><li>• evaluation of an action learning project on cultural intelligence and application to managing business with selected countries and cultures or generally across a range of global environments</li><li>• review of portfolio of research into international trends that have impact on global business activities</li><li>• practical exercises</li><li>• observation</li><li>• direct questioning</li><li>• presentations</li><li>• third party reports</li></ul>
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. Suggested units may include but are not limited to:</p> <ul style="list-style-type: none"><li>◦ VU21224: Manage legal, regulatory and ethical compliance requirements in an organisational environment</li></ul>



## VU21228: Manage environmentally sustainable work practices

### Unit Descriptor

This unit describes the skills and knowledge required to analyse the environmental impact of business practices in order to determine and implement environmental sustainability management within a given organisational context. It describes the skills and knowledge to develop an innovation and improvement plan for bio-diversity activities, material usage, energy consumption, water usage and pollutants management that is integrated with organisational overall strategic planning.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers and strategic planners who have the responsibility build and oversee environmentally sustainable work practices within an organisational context. Typically practitioners ensure compliance with relevant legislation, regulation, standards and provisions through developing and supporting a culture of sustainability across the organisation. Creative thinking and innovation practices are applied to establishing tools and processes for monitoring and improving sustainability achievements.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- |  |   |
|--|---|
| 1. Establish an environmental sustainability management system | <p>1.1 Current and emerging <b><i>sustainability principles and practices</i></b> and <b><i>compliance requirements</i></b> relevant to individual industry sector are researched and critically appraised for best practice</p> <p>1.2 Models and examples of managing environmental sustainability are researched and critically analysed for suitability to organisation</p> <p>1.3 In consultation with <b><i>stakeholders</i></b> and relevant <b><i>specialist consultants</i></b>, an <b><i>environmental sustainability management system</i></b> is designed and integrated with <b><i>organisational overall strategic planning</i></b></p> |
| 2. Manage innovation and improvement                           | <p>2.1 <b><i>Opportunities for sustainability improvement and innovation</i></b> initiatives are identified and <b><i>business case/s</i></b>, based on sustainability assessment analysis, prepared</p> <p>2.2 <b><i>Improvement targets</i></b> and <b><i>performance benchmarks</i></b> are established</p>  |

- |  |     |   |
|--|-----|---|
|  | 2.3 | <b>Strategies to promote and support</b> continuous improvement and innovation of environmental sustainability as an integral part of organisational culture are determined                 |
|  | 2.4 | Improvement and innovation initiatives are addressed according to organisational <b>implementation strategy</b> and reporting requirements  |
|  | 3.1 | Implementation is managed, monitored and integrated across organisational activities in accordance with environmental sustainability management system processes, procedures and strategies |
| 3. Implement and review environmental sustainability management system | 3.2 | Outcomes are evaluated against stated goals and objectives of current and ongoing commitment to environmental sustainability management integrated across whole of organisation             |
|  | 3.3 | Finding are used to make changes to policies as required to further organisational commitment and culture of environmental sustainability continuous improvement and innovation             |
|  | 3.3 | Finding are used to make changes to policies as required to further organisational commitment and culture of environmental sustainability continuous improvement and innovation             |

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal communication and leadership skills to negotiate, consult and deal effectively with colleagues, clients, stakeholders and relevant external professionals and experts
- advanced facilitation skills to manage behaviour change initiatives
- negotiation, conflict resolution and influencing skills to effectively achieve consensus and commitment to sustainability management and improvement goals and objectives
- communication and team management skills to achieve strategic outcomes
- research and analytical skills to source and interpret relevant codes, standards and protocols for sustainability requirements
- planning and evaluation skills to develop policies and procedures
- strategic planning, analytical, costing and estimating skills for planning environmental sustainability objectives and preparing business cases
- process and data analysis skills to assess environmental impacts and to identify, prioritise and improvement and innovation opportunities and implementation strategies
- writing and reporting skills to develop reports, technical documents, formal and informal reports, monitoring and progress reports and implementation plans
- analytical and evaluation skills to assess environmental sustainability management system and use results to inform future practice

## Required Knowledge

- general principles, practices and methodologies of environmental sustainability management and improvement planning
- current models and trends surrounding principles and practices of environmental sustainability management planning
- relevant international, national, state and local government legislation, regulations, standards and provisions
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- Global Reporting Initiatives (GRI) guidelines
- environment impact measuring, assessment and minimisation techniques and strategies
- strategic business planning and overall organisational strategic and operational planning
- creative thinking and innovation practices in relation to managing environmental sustainable work practices
- people and change management methodologies
- performance measuring and monitoring systems
- quality management and continuous improvement concepts and practice
- project management methodologies
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

- Sustainability principles and practices*** relevant to individual industry sector, may include:
- Triple Bottom Line (TBL) principles of social, economic and environmental sustainability, such as:
    - effective integration of environmental, social and economic factors in decision making
    - whole community participation in decision making
    - precautionary principle in planning and decision making
    - equity within and between generations
    - ecological integrity
    - continual improvement in environmental management
  - stewardship of biodiversity, such as:
    - protection of land and habitat
    - regeneration of damaged ecosystems
  - greenhouse gas management
  - energy and resource conservation, such as:
    - changes in practice to avoid or prevent energy and resource consumption
    - systems that avoid or prevent energy and resource consumption

- efficient management of energy and resource use so that meeting the needs of the present does not compromise the provision of energy needs for the future
- systems, processes or technologies that enable reduced energy consumption, such as:
  - behavioural changes
  - retrofitting
  - upgrading
  - climate control improvements
  - fuel switching
  - minimisation of transport use, such as:
    - journey planning
    - meetings via communication technology rather than face-to-face
  - improved production processes
  - draft proofing
  - insulation
  - changes to building design
  - heat capture and reuse
  - sustainable transport
- resource efficiency systems, processes or technologies that enable reduced consumption of energy, water, materials and waste, such as:
  - energy efficiency
  - water collection and storage
  - waste and water re-use, treatment and use
  - waste management and minimisation
  - materials selection
  - clean and 'green' production
  - lean manufacturing

**Compliance requirements** may include:

- relevant international, national, state and local government legislation, regulations, standards and provisions
- domestic and international carbon reduction schemes
- reporting requirements, including:
  - Global Reporting Initiatives (GRI) guidelines

**Stakeholders** may include:

- management
- colleagues
- clients
- consultants
- regulators
- emissions manager
- experts
- technical experts
- legal personnel
- industry professionals
- government representatives
- asset owners
- trade advisors

**Specialist consultants** may include:

- specialist environmental sustainability consultants
- environmental science specialist
- carbon accounting specialist
- sustainable energy and resource efficiency technologies specialist
- engineers
- production managers
- financial managers
- product / service champions
- other technical experts

**Environmental sustainability management system** may refer to:

- environmental management policies, processes and procedures that are based on:
  - analysis of environmental aspects of the organisation, such as:
    - purchasing practices
    - service provision
    - transportation and logistics
    - sources of raw materials/supply chains
    - distribution networks
    - products for analysis
    - raw materials inputs
    - energy and water consumption
    - waste management
    - direct and fugitive pollutants emissions
    - carbon emissions

- o analysis of mass balance
- o ongoing evaluation and assessment of performance for continuous improvement, such as:
  - regulatory and compliance reports
  - Triple Bottom Line (TBL) reporting criteria
  - Global Reporting Initiative (GRI)
  - commercial reports
  - financial acquittal reports
  - internal reports
- o risk considerations, such as:
  - degree of commitment of organisational culture and operations
  - internal or external economic climate
  - political climate
  - market focus/considerations
  - environmental impacts of the business operation
- o integration with overall organisational strategic direction and values
- environmental management policies, such as:
  - o local, national and international innovations, programs and ideas
  - o business sustainability
  - o environmental load reduction
  - o waste minimisation
  - o tenders for the provision of goods and services that specify environmentally preferred selection criteria
  - o tendering and purchasing processes that include life cycle criteria
  - o product design and manufacture
  - o protection of land and habitat
  - o ecological considerations
  - o regeneration of damaged ecosystems
  - o media releases as a result of incidents
  - o environmental reporting

**Organisation overall strategic planning** may refer to:

- vision, mission, purpose and values
- strategic positioning
- strategic business strategy and performance plans
- creative thinking and innovation practices support mechanisms
- product and/or service range
- operational planning, policies and procedures
- processes
- resource requirements and financial considerations
- Return On Investment (ROI)
- risk management policies and procedures
- reporting procedures
- legal and ethical requirements and codes of practice
- quality standards and continuous improvement processes
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- environmental management systems (EMS)
- emission statements
- knowledge and Intellectual Property (IP) policies
- OHS policies, procedures and programs
- customer / client satisfaction

**Opportunities for improvement and innovation** may include:

- activities, products, systems and technologies designed to implement sustainability principles and practices
- environmental management policies that support the implement sustainability principles and practices

**Business cases** may refer to:

- compliance and regulatory framework for improvement
- risk assessment of 'failure to act'
- targets and deliverables for each aspect of the improvement plan
- cost/benefit analysis covering capital, production, personnel costs to achieve the targeted improvements
- Return On Investment (ROI) timeframe
- reputation and culture considerations, such as:
  - corporate image
  - staff morale
  - price reduction
  - product differentiation/branding
  - identification of market potential

**Improvement targets**

must include:

- as many as possible of the following, expressed as a percentage of current levels:
  - raw materials inputs
  - outputs (emissions, land fill)
  - waste and energy consumptions
  - carbon equivalent emissions
  - product life cycle improvements

**Performance benchmarks**

may refer to:

- key performance indicators
- common view of best practice and levels of performance expected of, and by, relevant industry sector
- levels of performance expected of, and by, specific organisation
- critical analysis of changing trends that have impact on approaches to sustainability improvement and innovation, such as:
  - scientific research approaches and findings
  - demographic change
  - political and economic shifts
  - technologic innovation

**Strategies to promote**

**and support** (continuous improvement and innovation of environmental sustainability) may refer to:

- provision of relevant education and training programs
- training of staff in sustainability techniques or strategies
- professional development
- communication techniques
- stakeholder engagement initiatives
- peer groups
- networks of support
- promulgation of benefits of sustainability management and innovation
- change management programs

**Implementation strategy**

may include:

- prioritising of improvement and innovation initiatives/opportunities
- stakeholders engagement
- project management methods, such as:
  - alignment to business case
  - personnel
  - responsibilities
  - communication strategies
  - behaviour change management strategy



- o cost estimates of implementing strategy
- o resource allocation
- o timelines
- o targets and milestones
- o risk assessment
- o measures of success
- o completion of key tasks and project phases
- o monitoring, review and reporting
- o agreed reporting requirements
- o progress reports
- resource management methodologies, such as:
  - o quantification
  - o benchmarking
  - o gap analysis
  - o agreed data collection methods
  - o identification of performance indicators
  - o implementation of environmental sustainability opportunities, such as:
    - greenhouse gas abatement
    - waste reduction
    - use of sustainable energy and resource efficiency technologies and/or methodologies
  - o measurement and achievement of set outcomes

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing, implementing, monitoring and reviewing an environmental sustainability management system that is integrated with organisational overall strategic planning
- developing, implementing, monitoring and reviewing continuous improvement and innovation initiatives
- developing, implementing, monitoring and reviewing strategies that support and promote an organisational culture of commitment to environmental sustainability
- knowledge of current and emerging environmental sustainability management principles and practices
- knowledge of relevant international, national, state and local government legislation, regulations, standards and provisions

Context of and specific resources for assessment

Assessment must ensure that:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts
- particular note must be taken that assessment must be relevant to the particular business and management role and not be directed to include detailed technical aspects of environmental science

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation
- case studies and models of successful integrated environmental management systems

Method of assessment

- A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:
- evaluation of project in designing and overseeing the implementation and review of an integrated environmental management system that incorporates a culture of continuous improvement
- evaluation of research project into sustainability principles and practices and the scope and possibility for application and integration across a whole-of-organisation operations and activities
- review of portfolio of research into sustainability compliance and its application to a particular organisational context
- practical exercises
- observation
- direct questioning
- presentations
- third party reports

Guidance information for assessment

## VU21229: Oversee the management of human resource practices in an organisation

### Unit Descriptor

This unit describes the skills and knowledge required to review the performance of human resource practices of an organisation and to oversee the alignment of human resource management to current and future achievement of overall organisational strategic goals and objectives.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers and leaders responsible for aligning the management of human resource policies, procedures and legislative requirements, of an organisation, to strategic business plan/s and to overall organisational strategic planning in order for the organisation to be viable and successful.

ELEMENT	PERFORMANCE CRITERIA
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where <b><i>bold italicised</i></b> text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Analyse organisational human resource practices	<p>1.1 Organisational <b><i>people management initiatives and systems</i></b> are reviewed for their relationship to recruitment, selection and performance management human resource policies and procedures</p> <p>1.2 Organisational <b><i>knowledge management</i></b> policies and procedures relevant to human resource management are delineated and analysed to inform future planning</p> <p>1.3 <b><i>Terms and conditions</i></b> of employment across the organisation are researched and delineated for <b><i>legislative</i></b> and <b><i>organisational requirements</i></b></p>
2. Review and manage human resource planning and risk management	<p>2.1 <b><i>Human resource planning</i></b> is researched and performance analysed for impact on strategic business planning and overall organisational objectives and to inform future planning</p> <p>2.2 <b><i>Potential risk</i></b> is determined and risk management strategies that meet legislative and organisational requirements are developed, in consultation with <b><i>relevant people</i></b>, and implemented</p> <p>2.3 Risk and human resource management strategies are monitored and <b><i>reviewed</i></b> for efficacy in enabling the achievement of strategic business plans and overall organisational goals and objectives</p>

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal communication skills to work and consult with clients, colleagues and management
- consultation and communication skills to negotiate and develop human resource strategies that align with strategic business plan/s and overall organisational goals, objectives and strategic planning
- leadership skills to oversee the determination, implementation and monitoring of risk management of human resource practices that aligns with strategic business plan/s and overall organisational goals, objectives and strategic planning
- research, analytical and numeracy skills to record, gather and classify information and to interpret evaluation reports for current and future human resource and strategic planning
- analytical, evaluation and problem-solving skills to identify, assess and address existing and potential risk, non-compliance and unethical activity
- analytical and evaluation skills to assess human resource management methods and use results to inform future practice

### Required Knowledge

- general principles of human resource planning, policies, procedures and legislative requirements
- people management within organisational contexts
- human resource practices risk management strategies
- human resource management performance measuring and monitoring systems
- relevant international, national and local legislative, regulatory and ethical requirements
- strategic business planning
- quality management and continuous improvement concepts and practice
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- available human resource management software
- creative thinking and innovation practices in relation to human resource practices
- organisational strategic planning
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

***People management initiatives and systems*** may refer to:

- Systems and practices designed to further organisational culture of commitment and motivation within specific organisational contexts, such as:
  - organisational structure and design
  - socialisation approaches
  - decision-making processes
  - people analysis tools
  - work/job design, including:
    - job /competency analysis and job redesign to fit function / personnel
    - recruitment and selection
  - communication strategies
  - team building
  - motivational strategies and approaches
  - reward management
  - retention approaches
  - training and development
  - collaborative arrangements
  - networks, partnerships and alliances
  - diversity and equity principles and practices

***Knowledge management*** may refer to:

- formal and informal systems of recording keeping and reporting
- formal and informal systems and policies that promote knowledge transfer, such as:
  - recording and documentation systems that capture ideas and practices
  - scheduled and ad hoc knowledge sharing arrangements and activities
  - job and reputation security such that the need to guard knowledge is diminished
  - strategies that address IP concerns
  - professional networks and communities of practice

**Terms and conditions**

may include:

- industrial agreements
- collective bargaining outcomes
- negotiated pay and working conditions
- remuneration and benefits, such as:
  - salaries and wages
  - allowances
  - bonuses/incentives
  - leave entitlements
  - share options
  - ex gratia payments
  - motor vehicles
  - superannuation
  - expense reimbursement
  - fringe benefits
- flexible work options that address and work/life balance and family considerations, such as:
  - attendance hours
  - time fraction
  - telecommuting and working from home
  - unpaid personal leave
  - paid maternity/paternity leave
  - carer's leave
  - subsidised childcare
  - employee assistance programs such as:
    - support groups
    - stress management
    - counselling services

**Legislative requirements**

may include:

- relevant international, national, state and local government legislation, regulations, standards and provisions
- legislation related to areas such as:
  - formation and operation of corporations
  - taxation
  - anti-discrimination and equal opportunity
  - anti-corruption
  - sustainability
  - financial management and accountability

- o insurance
- o industrial relations and human rights
- o workplace safety
- o whistleblower protection
- o freedom of information
- o privacy
- relevant aspects of various legal provisions, such as:
  - o common law
  - o criminal law
  - o contract law
  - o administrative law
- non-compliance management processes, including: classification, investigation, rectification and reporting of breaches
- human resource and people management objectives
- alignment to organisation vision, mission, purpose and values
- alignment to strategic business plan/s
- alignment to overall strategic planning
- risk management policies and procedures
- Return On Investment (ROI)
- processes (creation of goods and/or services)
- operational planning, policies and procedures
- reporting procedures
- creative thinking and innovation practices in relation to human resources practices
- legal and ethical requirements and codes of practice
- privacy and confidentiality agreements
- quality standards and continuous improvement processes
- compliance improvement strategies
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- knowledge and Intellectual Property (IP) policies
- OHS policies, procedures and programs
- customer / client satisfaction

**Organisational requirements** may include:

**Human resource planning**

may refer to:

- In-house or out-sourced management of human resource practices, such as:
  - human resource management functions, such as:
    - work design and analysis
    - attraction, recruitment, selection and retention
    - remuneration and benefits / reward management
    - performance management
    - training and development, mentoring and coaching
    - employee/personnel scheduling
    - reward systems
  - human capital risk management, including succession and replacement planning
  - policy and procedure development
  - compliance and audit requirements
  - performance data collection
  - OHS planning and implementation
  - industrial relations and bargaining
  - merger and acquisition events
  - use of information and communications technology / systems software to manage human resource functions
- environmental analysis for alignment to strategic business planning and overall organisational objectives
- addressing current and emerging trends in human resource practices
- benchmarking

**Potential risk** may refer to:

- OHS incidents, including:
  - people related risk
  - property damage
- workforce considerations, such as:
  - professional incompetence
  - organisational culture factors
  - efficacy of change management scheduling and time frame issues
- legal and regulatory requirements
- communication systems
- decision-making systems and practices
- information technology infrastructure
- risk reporting
- financial considerations



- cost blowouts
- environmental impact
- market changes
- resource capability, capacity and deficiencies
- available technology
- quality issues

**Relevant people** may include:

- managers
- colleagues
- clients
- advisors
- consultants
- planners
- regulators
- industry professionals
- technical experts
- government agency representatives

**Reviewed** may refer to:

- performance indicators for meeting short- and long-term goals
- measurement tools
- performance monitoring and review policies and procedures, such as:
  - Global Reporting Initiative (GRI) sustainability reporting
  - reporting structures and procedures
  - regular and timely reporting
  - quality assurance manuals policies and procedures
  - continuous improvement policy and procedures

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing a risk management strategy for human resources management policies, procedures and compliance requirements based on analysis of organisational human resource practices system and context
- overseeing the implementation, monitoring and review of human resource planning that aligns with overall organisational strategic goals and objectives
- knowledge of key principles and practices of human resource practices and management

Context of and specific resources for assessment	<ul style="list-style-type: none"> <li>• knowledge of relevant international, Australian national, state and local government legislation, regulations, standards and provisions</li> </ul> <p>Assessment must ensure that:</p> <ul style="list-style-type: none"> <li>• activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts</li> </ul> <p>Resources implications for assessment include access to:</p> <ul style="list-style-type: none"> <li>• suitable simulated or real workplace opportunities</li> <li>• relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation</li> </ul>
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:</p> <ul style="list-style-type: none"> <li>• evaluation of project in the management of human resource practices including their application and performance across a range of organisational contexts</li> <li>• evaluation of project in risk management for human resource practices and performance review methods across a range of organisational contexts</li> <li>• evaluation of research project into relationship between people management, human resource practices and overall organisational performance</li> <li>• review of portfolio of research into human resource practices compliance requirements</li> <li>• practical exercises, such as developing: human resource plans; knowledge management systems, or recruitment and selection criteria</li> <li>• scenarios and role plays</li> <li>• observation</li> <li>• direct questioning</li> <li>• third party reports</li> </ul>
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended. It is highly recommended that this unit be undertaken after successful completion of:</p> <ul style="list-style-type: none"> <li>◦ <i>VU21226: Manage people in an organisational environment</i></li> </ul>

## VU21230: Oversee the management of financial resources in an organisation

### Unit Descriptor

This unit describes the skills and knowledge required to review the financial performance of an organisation and to oversee the relationship between financial and budgetary decision making and the current and future achievement of overall organisational strategic goals and objectives.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of managers and leaders who responsible for aligning the financial management of an organisation to strategic business plan/s and to overall organisational strategic planning in order for the organisational to be viable and successful.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

1. Analyse organisational financial management

1.1 Relevant ***financial and budgetary reports*** are sourced and analysed using ***financial analysis methods*** to assess overall organisational performance

1.2 Financial performance over current and designated previous period/s is quantified and evaluated against and strategic business planning and overall organisational financial objectives and to inform future planning

1.3 Long-range strategic management and short-range operational ***decision-making processes*** are analysed for their impact on financial planning and overall organisational performance, and to inform future planning

2. Review and manage financial and budgetary controls

2.1 Quantitative measures are researched and applied to evaluate resource allocation and approaches to managing ***financial risk***

2.2 ***Performance indicators*** and budgetary estimates are reviewed in consultation with ***relevant people***

2.3 Appropriate ***financial and budgetary controls*** that meet ***legislative*** and ***organisational requirements*** are developed, in consultation with relevant people, and implemented

2.4 Financial and budgetary controls are monitored and reviewed for their efficacy in enabling success of strategic business plans and overall organisational goals and objectives

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal communication skills to work and consult with clients, colleagues and management
- consultation and communication skills to develop and promulgate budgets and reporting requirements
- strategic management and critical analysis to research, select and apply financial analysis methods, budgetary controls and financial management implementation strategies
- systems thinking and leadership skills to oversee the determination, implementation and monitoring of financial resource management and decision making to ensure alignment with strategic business plan/s and overall organisational goals, objectives and strategic planning
- research, analytical and numeracy skills to record, gather and classify financial information and to interpret financial reports for current and future financial and strategic planning
- analytical, evaluation and problem-solving skills to identify, assess and address existing and potential risk, non-compliance and unethical activity
- analytical and evaluation skills to assess financial resource management methods and use results to inform future practice

### Required Knowledge

- general principles of financial management and decision making
- financial terminology, concepts and data analysis and interpretation methodologies
- principles of financial and budgetary risk management
- financial management performance measuring and monitoring systems
- relevant international, national and local legislative, regulatory and ethical requirements
- strategic business planning
- organisational strategic planning
- financial risk assessment and management strategies
- quality management and continuous improvement concepts and practice
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- available financial and budgetary management software
- creative thinking and innovation practices in relation to developing and reviewing financial resources management
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

### ***Financial and budgetary reports*** may include:

- financial / operational statements and reports
- activity reports and statements
- forecasts and projected variations
- budgets and financial plans
- cash flow performance
- statutory forms
- financial year reports
- financial statements, such as:
  - income
  - position
  - performance
  - profit and loss
  - balance sheets
- consolidated financial statements
- financial ratios
- estimated and actual reports – budget deviation analysis

### ***Financial analysis methods*** may include:

- application of incremental benefits and incremental costs
- financial leverage analysis
- cost benefit analysis
- 'What if?' analysis
- time series
- bivariate and multivariate analysis
- break-even analysis
- cost / volume / profit analysis
- ratio analysis
- variance analysis
- trend and historical analyses of organisation past and current capital structure

### ***Decision-making processes*** may refer to:

- based on financial analyses
- differentiated decision making criteria for:
  - long-range strategic management decisions
  - short-range operational decisions
- short-, medium- and long-term financing requirements
- future planning based on historical analysis of capital structure

- estimates on:
  - full budget
  - items within budget
- financial decision-making considerations, such as:
  - nature and risk of business purpose / context
  - desired debt-to-equity ratio
  - length of time assets are required
  - value costs and benefit costs of alternative financing
- organisational approaches to decision-making, such as:
  - participative
  - consultative
  - structural allocation of roles and responsibilities for financial planning, budgets and resourcing

**Financial risk** may refer to:

- price and quality variance relating to:
  - labour
  - materials and resources
  - overheads
  - time

**Performance indicators** may refer to:

- quantifiable outcomes
- set of key measurable performances that give best picture of how the financial planning is progressing in order to understand and manage it
- measurement tools, such as:
  - Return On Investment (ROI)
  - financial analysis tools
- processes in place to meet short- and long-term goals

**Relevant people** may include:

- management
- colleagues
- clients
- financial advisors
- financial analysts
- accountants
- planners
- consultants
- regulators
- industry professionals

- technical experts
- board members
- government agency representatives
- local community representatives

**Financial and budgetary controls** may refer to:

- section budgets
- master budgets
- targets and related timeframes
- allocation of roles and responsibilities for financial and budgetary administration
- budgetary and financial management administration processes and procedures
- forecasting
- resource allocation
- compliance provision
- performance monitoring and review policies and procedures, such as:
  - Global Reporting Initiative (GRI) sustainability reporting
  - reporting structures and procedures
  - regular and timely reporting
  - quality assurance manuals policies and procedures
  - continuous improvement policy and procedures

**Legislative requirements** may include:

- relevant international, national, state and local government legislation, regulations, standards and provisions
- financial management and accountability
- legal ethical requirements and codes of practice

**Organisational requirements** may include:

- alignment to organisation vision, mission, purpose and values
- product and/or service range
- alignment to strategic business plan/s
- alignment to overall strategic planning
- financial management objectives
- risk management policies and procedures
- operational planning, policies and procedures
- legal and ethical requirements and codes of practice
- quality standards and continuous improvement processes
- economic, social and environmental sustainability goals, initiatives, reporting and protocols

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- using analysis of organisational financial management systems to develop and oversee the implementation of financial and budgetary controls that align with overall organisational strategic planning
- generating and overseeing decision making, monitoring and review processes for assessing and improving performance of financial resources management within an organisational context
- knowledge of key principles and practices of financial resources management
- knowledge of relevant international, Australian national, state and local government legislation, regulations, standards and provisions

Context of and specific resources for assessment

Assessment must ensure that:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:

- evaluation of project in financial analysis methods and their use in determining performance across a range of organisational contexts
- evaluation of project in financial and budgetary decision making, controls and performance review methods across a range of organisational contexts
- evaluation of research project into relationship between financial resource management and overall organisational performance
- review of portfolio of research into financial management compliance requirements
- practical exercises
- observation



- direct questioning
- presentations
- third party reports

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.



## VU21231: Develop and manage an integrated marketing strategy

### Unit Descriptor

This unit describes the skills and knowledge required to develop, implement, monitor and evaluate a marketing strategy that meets requirements of the organisational general marketing operations whilst being aligned to the organisational strategic business plans and overall strategic direction.

*No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.*

### Employability Skills

The required outcomes described in this unit of competency contain applicable facets of Employability Skills. The Employability Skills Summary of the qualification in which this unit is included will assist in identifying employability skill requirements.

### Application of the Unit

This unit supports the work of marketing managers, leaders and project personnel who are responsible for the planning of marketing strategies and their execution through strategically determined marketing opportunities within an enterprise or organisation. Practitioners are typically engaged in designing and directing structured and responsive marketing tactics in order to realise organisational/business objectives and goals.

### ELEMENT

Elements describe the essential outcomes of a unit of competency.

### PERFORMANCE CRITERIA

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

- |  |  |
|--|--|
| 1. Determine requirements for marketing strategy | <p>1.1 Current <b><i>marketing approaches</i></b> and <b><i>objectives</i></b> of organisation are delineated and documented</p> <p>1.2 Current models and strategies for <b><i>digital marketing</i></b> practice are researched, analysed and debated for current and future application within organisational strategic marketing requirements</p> <p>1.3 Long and short-term <b><i>marketing strategies</i></b> are reviewed for effectiveness against organisational marketing objectives and for alignment with <b><i>organisation overall strategic planning</i></b></p>  |
| 2. Develop marketing strategy                    | <p>2.1 Objectives of <b><i>marketing strategy</i></b> are determined and <b><i>performance indicators</i></b> and <b><i>performance monitoring and review policies and procedures</i></b> are established, in consultation with relevant <b><i>stakeholders</i></b></p> <p>2.2 <b><i>Policies and procedures for resourcing</i></b>, risk and contingency management are established, and reviewed for alignment with organisational overall strategic planning</p> <p>2.3 Strategies for supporting <b><i>organisational acceptance</i></b> of marketing objectives, processes and procedures are identified and incorporated into the marketing strategy</p> |

- 2.4 **Framework** for integration of marketing strategy with current long-term marketing and organisation overall strategic planning is determined in consultation with relevant stakeholders
3. **Oversee implementation, monitoring and review of marketing strategy**
- 3.1 Opportunities for implementation are determined, prioritised for optimum application to business/organisation, and implemented in consultation with relevant stakeholders
- 3.2 Regular and timely reporting of progress and outcomes is provided in accordance with marketing strategy with adjustments made in order to optimise success
- 3.3 Outcomes of marketing strategy are reviewed against stated goals and findings used to inform recommendations for improved processes, procedures and planning
- 3.4 In consultation with stakeholders, recommendations for improvement are implemented consistent with organisational overall strategic planning

## REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge, and their level, required for this unit.

### Required Skills

- interpersonal and communication skills to work collaboratively with clients, colleagues, management and stakeholders
- leadership skills to manage the implementation, monitoring and evaluation of marketing strategies
- research and analysis skills to identify and assess marketing methodologies and approaches for application to a range of organisational contexts
- questioning skills that will lead to particular strategic planning and technology selection
- research and analytical skills to identify digital marketing technologies and determine opportunities for their application within marketing strategies
- research, analytical and leadership skills to identify, assess and manage strategies to promote organisational cultural acceptance and commitment to the marketing strategy
- problem solving skills to identify potential barriers to projected outcomes, analyse risks and establish contingencies
- analytical and evaluation skills to assess marketing strategy and use results to inform future practice

### Required Knowledge

- fundamental principles of marketing
- marketing strategic planning and management
- general principles and practices of digital marketing
- strategic business planning

- overall organisational strategic and operational planning
- relevant international, national and local legislative, regulatory and ethical requirements
- relevant ethics and codes of practice
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- innovative thinking and creative practice for integrating marketing strategies within organisational business and strategic planning
- performance measuring and monitoring systems
- quality management and continuous improvement concepts and practice
- risk management strategies
- project management methodologies
- safe work practices

## RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

### ***Marketing approaches***

may refer to:

- target market
- market segment
- positioning
- marketing mix

### ***Marketing objectives***

may refer to:

- customer awareness of product/service
- customer satisfaction
- client management
- sales targets
- market share
- growth targets

***Digital marketing*** may be defined as:

- the marketing of products and services through use of digital channels and their platforms in order to meet customer and vendor needs
- *channel* refers to digital media delivery systems, such as:
  - mobile
  - internet
  - social media
  - radio and television
- *platform* is the framework in which the media is constructed and sits within the channels, such as:
  - online interactive accessible and scalable communication techniques
  - integration of social media services via social network aggregation platforms
  - software frameworks linking social media and websites

**Marketing strategies**

(long and short-term) may refer to:

- positioning
- advertising
- market penetration
- strategies to meet growth, such as:
  - penetration
  - market development
  - maintenance of current penetration
  - (new) product development
  - diversification
- marketing requirements, such as:
  - compliance with Federal, State and local government legislation and regulations
  - resourcing and budgeting
  - ethical issues and codes of practice

**Organisation overall strategic planning** may refer to:

- vision
- mission
- purpose and values
- strategic positioning
- strategic goals
- strategic business strategy and performance plans
- innovative thinking and creative practice support mechanisms
- Return On Investment (ROI)
- operational planning, policies and procedures
- processes
- resource requirements and financial considerations
- risk management policies and procedures
- reporting procedures
- legal and ethical requirements and codes of practice
- quality standards and continuous improvement processes
- economic, social and environmental sustainability goals, initiatives, reporting and protocols
- knowledge and Intellectual Property (IP) policies
- OHS policies, procedures and programs
- Customer / client / vendor satisfaction

**Marketing strategy** may include:

- marketing strategy that operates over a long-term period that:
  - is based on critical analysis of capabilities and parameters of available marketing opportunities and approaches
  - is based on critical analysis of emerging methodologies and technologies
  - is based on applicability to customer
  - meets framework for integration with strategic business plan/s and organisational overall strategic planning
  - takes into account:
    - strengths
    - weaknesses
    - capacity
    - demand
    - projected capabilities
    - opportunities
    - threats
  - addresses strategic planning to maintain commitment
- resources
- client management processes and protocols
- issues associated with performance indicators
- contingency and risk management
- targets, milestones and timeframes
- monitoring process
- privacy/copyright
- quality and continuous improvement

**Performance indicators** may refer to:

- quantifiable outcomes
- set of key measurable performances that give best picture of how the digital marketing strategy is progressing in order to understand and manage it
- Return On Investment (ROI)
- customer attrition and turnover
- processes in place to meet long-term goals

**Performance monitoring and review policies and procedures** may refer to:

- measurement and assessment methodologies, such as:
  - marketing metrics
  - Search Engine Optimisations (SEO)
  - analytics
  - marketing metrics

- reporting structures and procedures
- regular and timely reporting
- quality assurance manuals policies and procedures
- continuous improvement policy and procedures
- Global Reporting Initiative (GRI) sustainability reporting

**Stakeholders** may include:

- management
- colleagues
- clients
- customers
- stakeholders
- technical experts
- industry professionals
- planners
- advisors
- consultants
- regulators

**Policies and procedures for resourcing** may refer to:

- legislative and regulatory compliance
- relevant Australian and international standards
- organisational policies
- human resource operations
- training
- environmental auditing
- financial auditing
- budgetary requirements
- risk management
- quality assurance
- OHS

**Organisational acceptance** may refer to:

- strategies to gain and maintain commitment to marketing strategy across whole organisation
- change management, such as:
  - training and re-training
  - mentoring
  - professional development
  - open communication channels
  - motivation
  - innovative thinking and creative practice



- promotion of role of traditional and digital marketing in supporting organisational goals and overall mission
  - organisational policies and procedures for promulgation of information
- Framework** for integration of marketing strategy may refer to:
- system for achieving marketing success within multi-dimensional approaches of general marketing
  - work of integrating marketing requirements with strategic business planning
  - alignment to organisational overall strategic planning

## EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, Range Statement and the Assessment Guidelines of this qualification.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

A person who demonstrates competency in this unit must provide evidence of:

- developing a marketing strategy that integrates with organisational business and overall strategic planning
- generating performance indicators, monitoring, review and evaluation procedures to meet determined objectives and to measure progress and efficacy of strategy
- overseeing the implementation of the marketing strategy
- knowledge of concepts and critical elements of marketing strategic planning
- knowledge of relevant international, Federal, State and local government legislation, standards and regulations

Context of and specific resources for assessment

Assessment must ensure that:

- activities provide opportunity for development and demonstration of complex analysis, synthesis and application of knowledge and skills related to a range of business and management contexts

Resources implications for assessment include access to:

- suitable simulated or real workplace opportunities
- relevant international, Federal, State and local legislative and regulatory requirements and appropriate texts, policies and documentation
- performance measuring and monitoring systems

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following assessment methods are appropriate for this unit:

- evaluation of an integrated marketing strategy and/or action plan that reflects a comprehensive knowledge of the key elements of target markets, positioning, marketing mix, review and control mechanisms

- evaluation into a project on the determination and implementation of performance indicators, monitoring, review and control mechanisms.
- evaluation of research project into marketing practice and how marketing strategies can be aligned to organisational marketing and overall strategic planning
- review of portfolio of research into marketing strategies across a range of organisational contexts
- practical exercises in marketing analytics and marketing metrics
- observation
- direct questioning
- presentations
- third party reports

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

