

Advanced Diploma in Advertising

Description

This advanced diploma is for individuals who provide leadership and strategic direction for the advertising activities of an organisation. They analyse, design and execute judgements using wide-ranging technical, creative, conceptual or managerial competencies. Their knowledge base may be highly specialised or broad within the advertising field. These individuals would be accountable for group outcomes and for the overall performance of the advertising function in an organisation.

This advanced diploma consists of five (5) core units and three (3) elective units

Core Units

Unit 1: Develop Advertising Strategy and Brief

Unit 2: Develop Advertising Campaign

Unit 3: Manage Advertising Production

Unit 4: Execute Advertising Campaign

Unit 5: Evaluate Campaign Effectiveness

Elective Units

Unit 6: Plan and Establish Compliance Management Systems

Unit 7: Originate and Develop Concepts

Unit 8: Manage Human Resources Strategic Planning

Unit 9: Manage Organisational Change

Possible Job Roles

Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification include:

- Advertising Director
- Planning Manager/Director
- Client Services Executive
- Client Services Director
- Advertising Creative Director
- Advertising Manager

- Copywriter
- Marketing & Advertising Manager
- Sales & Media Manager

After achieving the Advanced Diploma in Advertising, candidates are exempted from selected degrees from other Partner/Affiliate colleges/universities to final year degrees.

Text Books:

All study materials will be made available by Royal Academy of Career Development

Course Duration:

6 Months of study (fast track) or 12 Months of study (long term)

Course Fee:

Tuition: US\$600 or G\$ 120,000 - Registration US\$25 or G\$5,000

Final exam and certification: US\$25 (G\$5,000) Award of Advanced Diploma US\$50 (G\$10,000) [Payable to IPFM]

ACCREDITATION:

This programme is accredited by The Institute of Professional Financial Managers. For more information you can please visit there website www.ipfm.org.uk or you can come in to us at lot 125 Regent Road Bourda, Georgetown, Guyana.

Unit 1: Develop Advertising Strategy and Brief

Description

This unit describes the performance outcomes, skills and knowledge required to develop an advertising brief, advertising strategy and creative brief which reflects advertiser needs and preferences.

Performance criteria

Element	Upon completion students should be able to:
1. Determine advertiser requirements	1.1 Confirm the advertising purpose and objectives with the advertiser 1.2 Obtain comprehensive client and product information 1.3 Review the outcomes of previous advertising with the client 1.4 Confirm budget allocation with the client
2. Develop an advertising brief	2.1 Ensure the brief contains a client profile, purpose statement and objectives that reflect advertiser needs 2.2 State advertising objectives in measurable terms and provide specific guidelines on what is to be accomplished by the advertising 2.3 Define key characteristics, competitive factors and the market situation facing the product or service in the advertising brief 2.4 Include a summary of information on the target audience , and legal and ethical constraints in the advertising brief 2.5 Ensure the brief contains a budget allocation and schedule of activities which comply with the advertiser's requirements
3. Develop an advertising strategy	3.1 Establish key consumer insight 3.2 Develop advertising objectives 3.3 Describe audience to be targeted according to demographic, psychographic and behaviouristic characteristics 3.4 Develop a positioning statement

4. Develop a creative brief

- 3.5 Create a unique selling proposition and support statement
- 3.6 Develop ***desired consumer response***
- 3.7 Establish brand personality
- 3.8 Suggest media leveraging opportunities
- 3.9 Confirm ***advertiser's mandatory requirements***
- 4.1 Identify ***advertising content*** using consumer language in the advertising brief
- 4.2 Identify a ***pitch or appeal*** for the product in the advertising brief that meets the advertiser's requirements
- 4.3 Identify ***supporting information*** required for consumer understanding of the product or service in the advertising brief
- 4.4 Ensure a budget for creative work that is consistent with the overall advertising budget is contained in the advertising brief
- 4.5 Incorporate a deadline for creative work that is consistent with the overall advertising schedule in the advertising brief

Skills and Knowledge

Students will develop:

- communication skills to question, clarify and report when creating an advertising brief
- literacy skills to write in a range of styles for different audiences and to interpret legal requirements, company policies and procedures
- numeracy skills to develop budgets
- organisational and time management skills to plan projects, meet deadlines and allocate tasks
- technology skills to use a wide range of office equipment and software to create an advertising brief.

Students will develop knowledge in the areas of:

- industry, services/products and organisation
- legal and ethical requirements relating to the advertising industry
- organisational products or services
- principles and purposes of advertising

- principles of consumer behaviour and influences on buyer behaviour
- range of available advertising approaches for different markets
- identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as:
 - anti-discrimination legislation
 - consumer protection laws
 - copyright legislation
- ethical principles
- fair trading laws
 - privacy laws
 - Trades Practices Act
- requirements for advertising timelines, budget, central idea, resources as specified in the advertising brief.

Unit 2: Develop Advertising Campaign

Description

This unit describes the performance outcomes, skills and knowledge required to determine key objectives and to develop an advertising campaign to optimise product or service market performance in response to an advertising brief.

Performance criteria

Element	Upon completion students should be able to:
1. Define campaign objectives	<ol style="list-style-type: none">1.1 Clarify the advertiser's purpose and objectives from the advertising brief and use these to set objectives for the advertising campaign1.2 State campaign objectives in measurable terms and identify the nature and extent of what the advertising is to accomplish1.3 Ensure campaign objectives are feasible, given the constraints of time, budget, product and market factors1.4 Ensure campaign objectives take into consideration factors which may affect consumer responses1.5 Ensure campaign objectives meet legal and ethical requirements
2. Prepare an advertising budget	<ol style="list-style-type: none">2.1 Assess and specify research resource requirements for the advertising campaign2.2 Assess and specify resource requirements for a range of media options, creative and production services2.3 Justify resources allocated to each component of the advertising campaign and ensure they are sufficient, in relative terms, to achieve the campaign objectives2.4 Ensure the overall budget meets the requirements of the advertising brief
3. Develop a schedule for proposed advertising activities	<ol style="list-style-type: none">3.1 Confirm the campaign length and timing from the advertising brief3.2 Identify service providers with the required expertise and negotiate their costs and availability3.3 Base the choice of service providers on merit and value for money and ensure the selection meets legal

and ethical requirements

3.4 Ensure the time allowed in the schedule to meet creative, media and production requirements is sufficient to achieve the advertising objectives

3.5 Include milestones for monitoring progress and expenditure against budget, and for evaluating campaign effectiveness in the schedule

Skills and Knowledge

Students will develop:

- communication skills to question, clarify and report when creating an advertising campaign
- literacy skills to write in a range of styles for different audiences and to interpret legal requirements, company policies and procedures
- numeracy skills to develop budgets and schedules
- organisational and time management skills to plan projects, meet deadlines and allocate tasks
- technology skills to use a wide range of office equipment and software to develop an advertising campaign.

Students will develop knowledge in the areas of:

- principles of effective advertising for different markets
- contents of advertising briefs
- industry, services, products and organisation
- legal and ethical requirements pertaining to the advertising industry
- organisational products or services
- principles and purposes of advertising, consumer behaviour and influences on buyer behaviour
- identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as:
 - anti-discrimination legislation
 - consumer protection laws
 - copyright legislation
- ethical principles
- fair trading laws
 - privacy laws
 - Trades Practices Act
- requirements for advertising timelines, budget, central idea, resources as specified in the advertising brief.

Unit 3: Manage Advertising Production

Description

This unit describes the performance outcomes, skills and knowledge required to plan, direct, monitor and evaluate the production of electronic and print advertising.

Element	Upon completion students should be able to:
1. Plan the production process for advertisements	<p>1.1 Confirm the timing and budgetary requirements for creative and production work</p> <p>1.2 Assess the creative brief and identify factors that influence the production process</p> <p>1.3 Investigate and determine production processes to suit the advertising brief, creative work and the advertising medium</p> <p>1.4 Determine the specifications to suit both the advertisement and production process</p> <p>1.5 Schedule pre-production work to meet production and post-production requirements</p> <p>1.6 Plan a production schedule to meet the requirements of the advertising brief and media plan</p>
2. Evaluate and select suppliers	<p>2.1 Identify suppliers for each element in the production process</p> <p>2.2 Assess suppliers in terms of their expertise and capacity to meet production, budget and schedule requirements</p> <p>2.3 Base choice of suppliers on merit and value for money and their capacity to meet legal and ethical requirements</p> <p>2.4 Brief and gain agreement from suppliers on the production, schedule and process requirements</p>
3. Direct the advertising production process	<p>3.1 Integrate the management of all aspects of the production process to meet the requirements of the advertising brief and schedule</p> <p>3.2 Involve creative specialists in the production process to solve creative problems and to advise on creative changes to ensure the resulting advertisement is consistent with the objectives and positioning for the product or service</p>

4. Evaluate advertising production

3.3 Ensure the outputs from the production process meet the requirements of the production schedule, creative brief and media plan and meet **legal and ethical requirements**

4.1 Evaluate the quality and cost-effectiveness of the production processes and report against the requirements of the creative brief

4.2 Ensure evaluation processes are valid and measure quality against the standards established in the creative brief

4.3 Evaluate the final advertisement in relation to the requirements of the creative brief

Skills and Knowledge

Students will develop:

- communication skills to question, clarify and report when managing advertising production
- literacy skills to interpret production requirements and supplier profiles
- numeracy skills to develop budgets and schedules
- organisational and time management skills to prepare a production plan
- project management skills to direct and monitor suppliers
- technology skills to operate office and production equipment used in development of advertisements.

Students will develop knowledge in the areas of:

- organisational budget, product and/or services
- contents of the advertising and creative briefs, and media plans
- printing, television, film and video production process
- legal and ethical requirements of the advertising industry
- identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as:
 - anti-discrimination legislation
 - consumer protection laws
 - copyright legislation
- ethical principles
- fair trading laws
 - privacy laws
 - Trades Practices Act
- how to use software and operate equipment used in advertising production processes.

Unit 4: Execute Advertising Campaign

Description

This unit describes the performance outcomes, skills and knowledge required to coordinate and monitor the implementation of an advertising campaign.

Performance criteria

Element	Upon completion students should be able to:
1. Develop an implementation strategy	1.1 Analyse the creative brief and media plan, and determine factors affecting implementation of the campaign
	1.2 Ensure the strategy outlines implementation tasks and timelines, and includes a contingency plan for dealing with omissions and errors
2. Negotiate media contracts	2.1 Confirm the media plan and budget for implementation with the client
	2.2 Negotiate advertisement positions and price with each media vehicle in accordance with the client's requirements
	2.3 Negotiate and agree on contingency factors and solutions with the media representative
	2.4 Establish media contracts that meet legal and ethical requirements, and the requirements of the advertising campaign brief and schedule
3. Monitor the advertising campaign	3.1 Evaluate media performance against the conditions of the contract, and identify and analyse any variations
	3.2 Apply the provisions of media guarantees and make adjustments to media schedules if necessary
	3.3 Execute the advertising campaign so that it complies with the advertising schedule and budget and meets legal and ethical requirements

Skills and Knowledge

Students will develop:

- literacy skills to interpret media requirements and contracts
- negotiation skills to agree on advertising price and positions
- numeracy skills to develop budgets and schedules

- project management skills to manage and monitor contracts
- communication skills to question, clarify and report when implementing an advertising campaign.

Students will develop knowledge in the areas of:

- principles of media pricing policies, guarantees and campaign contingencies
- media vehicles and media options
- organisational budget, product and/or services
- principles of advertising, creative briefs and media plans
- printing, television, film and video production processes
- legal and ethical requirements relating to the advertising industry
- identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as:
 - anti-discrimination legislation
 - consumer protection laws
 - copyright legislation
- ethical principles
- International fair trading laws
 - International privacy laws
 - International Trades Practices Act

Unit 5: Evaluate Campaign Effectiveness

Description

This unit describes the performance outcomes, skills and knowledge required to develop and implement a campaign evaluation strategy to determine whether advertising objectives have been attained.

Performance criteria

Element	Upon completion students should be able to:
1. Develop a campaign evaluation strategy	<ul style="list-style-type: none">1.1 Ensure the evaluation strategy defines standards and measurements by which the effectiveness of the advertising can be measured and improvements identified1.2 Establish a strategy which contains specific performance standards for each element of the advertising campaign as well as the overall outcome1.3 Ensure the strategy includes the evaluation of the legal and ethical standards acceptable for the advertisement/s1.4 Include processes in the strategy for correcting advertisement/s that do not meet legal and ethical standards
2. Implement campaign evaluation strategy	<ul style="list-style-type: none">2.1 Evaluate expenditure data to determine effectiveness of the campaign in relation to the budget2.2 Evaluate the media program to determine performance against the media plan objectives2.3 Evaluate the creative strategy in terms of copy content, creative execution and effectiveness of the finished advertisement2.4 Evaluate the interactive effect of all the elements in the advertising campaign to determine the overall effectiveness of the advertising campaign
3. Utilise advertising effectiveness data	<ul style="list-style-type: none">3.1 Use the results of evaluations of advertising effectiveness in the analysis and planning phase for subsequent advertising3.2 Use expenditure information to improve the budget

	<p>planning process</p> <p>3.3 Use feedback on the advertisement itself to provide ideas for future advertisements and to improve advertising copy</p> <p>3.4 Use media performance information to determine whether alternative media approaches would yield better results</p> <p>3.5 Use differences between planned and actual accomplishments to define problems to be addressed in the next planning phase</p>
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Skills and Knowledge

Students will develop:

- communication skills to question, clarify and report
- literacy skills to interpret evaluation requirements, legal and ethical requirements
- numeracy skills to analyse numerical and other data, and to draw conclusions
- research and evaluation skills to determine effectiveness of advertising campaigns
- technology skills to use a range of office equipment and software.

Students will develop knowledge in the areas of:

- organisational budget planning process
- techniques for evaluating advertising effectiveness and managing campaign contingencies
- identification and overview knowledge of key provisions of relevant legislation from all levels of government that affects business operations, codes of practice and national standards, such as:
 - anti-discrimination legislation
 - consumer protection laws
 - copyright legislation
- ethical principles
- fair trading laws
 - privacy laws
 - Trades Practices Act
- specifications in advertising, creative and media briefs

Elective Units

Unit 6: Plan and Establish Compliance Management Systems

Description

This unit describes the performance outcomes, skills and knowledge required to plan and establish appropriate compliance program/management systems which enable an organisation to fulfil its obligations and responsibilities under applicable compliance requirements. The unit has been designed to be consistent with Compliance programs.

Performance criteria

Element	Upon completion students should be able to:
1. Determine applicable compliance requirements	1.1 Obtain and interpret information on current compliance requirements applicable to the organisation 1.2 Review each compliance requirement in terms of the relevant internal and external authorities, the risks involved, ways of ensuring compliance, the penalties for a breach of compliance, and the areas and operations of the organisation most affected
2. Identify and select an appropriate compliance program/management system	2.1 Investigate each area of applicable compliance to determine available options for a compliance program/management system that would be consistent with relevant Australian and International standards 2.2 Review and compare the options for a suitable compliance program/management system and its various components on the basis of established criteria 2.3 Select an appropriate compliance program/management system for implementation
3. Plan required compliance program/management system	3.1 Determine and document components for the proposed compliance program/management system 3.2 Determine personnel requirements for the operation of the compliance program/management system and assign or recruit appropriate staff 3.3 Identify training requirements for the implementation of the proposed compliance program/management system and select suitable training options

	<p>3.4 Identify and document management information systems requirements for effective and efficient operation of the compliance program/management system</p> <p>3.5 Select a complaints management system suitable for the organisation and its compliance responsibilities</p> <p>3.6 Determine a strategy for developing a compliance management culture in collaboration with relevant internal and external personnel</p> <p>3.7 Identify and document suitable processes and procedures for identifying and managing breaches in compliance requirements</p> <p>3.8 Determine reporting requirements in the various areas of compliance and develop suitable processes and procedures to meet these requirements</p> <p>3.9 Ensure identified resources including human resources required for developing, implementing, reviewing and maintaining the proposed compliance program/management system are budgeted and assigned</p>
<p>4. Document required compliance program/management system</p>	<p>4.1 Document the specifications for the various components of the proposed compliance program/management system in accordance with organisational procedures and any relevant statutory requirements</p> <p>4.2 Document an action schedule for implementing, reviewing and maintaining the planned compliance program/management system and disseminate to relevant internal and external personnel</p> <p>4.3 Seek approval from appropriate internal and external personnel or authorities prior to establishing the proposed compliance program/management system</p>
<p>5. Establish the planned compliance program/management system</p>	<p>5.1 Appoint and train assigned managers and operations personnel if required, before they assume their compliance management responsibilities</p> <p>5.2 Establish the components of the compliance</p>

	<p>program/management system in collaboration with assigned staff</p> <p>5.3 Monitor operation of the compliance program/management system in collaboration with assigned staff as per the approved plan</p> <p>5.4 Conduct periodic reviews of the compliance program/management system in collaboration with assigned staff as per the approved plan</p> <p>5.5 Prepare reports on the operation and review of the compliance program/management system in accordance with established procedures and any statutory or other compliance obligations</p>
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Skills and Knowledge

Students will develop:

- contribute to a positive culture of compliance within an organisation
- research skills to:
 - conduct literature and internet searches
 - assist with various types of research surveys
 - assist with the analysis and organisation of research data, including qualitative and quantitative data, using appropriate techniques
- research management skills to:
 - develop research plans
 - manage other personnel involved in the research activity
 - manage time
 - manage finances
- interpersonal skills to relate to internal and external personnel and in particular those representing relevant regulatory authorities, professional institutes and organisations, standards organisations, etc.
- literacy skills to write reports containing complex concepts.

Students will develop knowledge in the areas of:

- research methods and techniques suitable for conducting compliance related research projects
- quantitative and qualitative data analysis techniques relevant to compliance related research
- relevant international standards such as:
 - Compliance programs
 - Customer satisfaction - Guidelines for complaints handling in organizations
 - Records management

- Risk management quantitative and qualitative data analysis techniques relevant to compliance related evaluation
- elements of compliance program/management systems including:
 - documentation of compliance requirements relevant to the organisation
 - specification of compliance management functions, accountabilities and responsibilities within the organisation
 - compliance related management information systems
 - record keeping systems required for compliance management
 - liaison procedures with relevant internal and external personnel on compliance related matters
 - breach management policies and processes including the identification, classification, investigation, rectification and reporting of breaches in compliance requirements
 - compliance reporting procedures
 - corporate induction and training processes related to compliance management
 - processes for the internal and external promulgation and promotion of information on compliance requirements and a compliance program management system
 - compliance complaints handling systems
 - continuous improvement processes for compliance including monitoring, evaluation and review
 - strategies for developing a positive compliance culture within the organisation
 - techniques and performance indicators for monitoring the operation of a compliance program/management system
 - reporting processes on compliance management including reports on breaches and rectification action
- relevant organisational policies and procedures including:
 - compliance plans and policies in various compliance areas
 - organisational standards for operations and ethics

Unit 7: Originate and Develop Concepts

Description

This unit describes the performance outcomes, skills and knowledge required to originate and develop concepts for products, programs, processes or services to an operational level.

Performance criteria

Element	Upon completion students should be able to:
1. Evaluate and explore needs and opportunities	<ol style="list-style-type: none">1.1 Research and evaluate <i>existing information that informs new concept development</i>1.2 Where appropriate, identify and use gaps in current range of <i>products, programs, processes or services</i> as the catalyst for generating new ideas or concepts1.3 Expand the potential of new ideas through <i>exploration of opportunities beyond the obvious</i>1.4 Identify <i>factors</i> that could have an impact on ideas or concepts to be developed, including potential for commercialisation1.5 Determine whether other players are filling identified gaps or investigating similar opportunities1.6 Develop preliminary ideas on innovative and different ways to address needs and opportunities1.7 In consultation with <i>relevant stakeholders</i>, agree on broad parameters for developing ideas and concepts to meet market requirements
2. Develop a range of creative approaches	<ol style="list-style-type: none">2.1 Use a range of <i>creative thinking techniques</i> to generate innovative and creative concepts to address identified needs2.2 Challenge, test and experiment with different concepts and ideas as part of a collaborative process2.3 Evaluate concepts in terms of their suitability for the target audience or purpose, their feasibility and their commercial potential2.4 Take account of social, ethical and environmental issues as concepts and ideas are generated and

<p>3. Refine concepts</p> <p>4. Develop concepts to an operational level</p>	<p>discussed</p> <p>2.5 Identify resources required to achieve desired creative and innovative outcomes</p> <p>2.6 Evaluate the effectiveness of different strategies for achieving desired outcomes</p> <p>2.7 Select concepts or approaches that achieve required outcomes in an innovative and feasible way</p> <p>2.8 Present proposed concepts or approaches in an appropriate format</p> <p>3.1 Ensure concept development process is open to ongoing refinement and testing</p> <p>3.2 Seek input and feedback on concepts from relevant stakeholders</p> <p>3.3 Seek specialist advice on creative and technical aspects of proposals as required</p> <p>3.4 Compare concepts with best practice examples of similar products, programs, processes or services</p> <p>3.5 Use a range of creative and practical criteria to determine the advantages and disadvantages of different concepts</p> <p>3.6 Evaluate constraints on the realisation of concepts or ideas</p> <p>3.7 Refine proposals based on analysis and feedback</p> <p>4.1 Use refined concepts as the basis for developing detailed implementation specifications</p> <p>4.2 Present specifications to relevant parties for approval, funding or endorsement</p> <p>4.3 Reflect on methodology used to generate concepts and ideas and note ways of improving this in the future</p>
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Skills and Knowledge

Students will develop:

- communication and teamwork skills to work collaboratively on ideas and to articulate the rationale for concepts in ways that promote constructive discussion with others
- creative thinking skills to generate a range of innovative concepts and ideas, to use lateral thinking and to take a visionary approach to developing concepts and ideas
- initiative and enterprise skills to pro-actively identify market requirements
- planning and organising skills to take account of practical issues for concept implementation
- self-management skills to meet deadlines.

Students will develop knowledge in the areas of:

- broad context in which concepts are being developed
- cultural, social and environmental issues and impacts to be considered in developing new concepts
- issues and requirements to commercialise the concept
- legal requirements that affect work in a given industry context
- practical and operational issues to be considered in a specific work or community context
- range of broad practical and operational issues that determine whether a concept can be implemented (in any context)
- techniques for generating creative ideas and solutions, and for translating these ideas into workable concepts.

Unit 8: Manage Human Resources Strategic Planning

Description

This unit describes the performance outcomes, skills and knowledge required to develop, implement and maintain a strategic approach to the management of human resources in an organisation. The unit is critical for any human resources manager and should be undertaken after a firm grounding has been established across a range of human resources activities.

Performance criteria

Element	Upon completion students should be able to:
1. Research planning requirements	<ul style="list-style-type: none">1.1 Analyse strategic plans to determine human resources strategic direction, objectives and targets1.2 Undertake additional environmental analysis to identify emerging practices and trends which may impact on human resources management in the organisation1.3 Identify future labour needs and skill requirements and options for sourcing labour supply1.4 Consider new technology and its impact on job roles and job design1.5 Review recent and potential changes to industrial/legal requirements
2. Develop human resources strategic plan	<ul style="list-style-type: none">2.1 Consult relevant managers about their human resources preferences2.2 Agree on human resources philosophies, values and policies with relevant managers2.3 Develop strategic objectives and targets for human resources services2.4 Examine options for the provision of human resources services and analyse costs and benefits2.5 Identify appropriate technology and systems to support agreed human resources programs and practices2.6 Write strategic human resources plan and obtain senior management support for the plan2.7 Develop risk management plans to support the

3. Implement human resources strategic plan

strategic human resources plan

- 3.1 Work with others to see that the plan is implemented
- 3.2 Monitor and review the plan
- 3.3 Adapt plan should circumstances change
- 3.4 Evaluate and review performance against plan objectives

Skills and Knowledge

Students will develop:

- literacy skills to read relevant documentation and to write plans
- numeracy skills to undertake cost benefit analysis of available options
- planning and organisational skills to develop and implement plans
- research skills to ensure necessary information is gathered prior to writing plans.

Students will develop knowledge in the areas of:

- human resources practices and functions
- labour market
- strategic planning requirements

Unit 9: Manage Organisational Change

Description

This unit describes the performance outcomes, skills and knowledge required to determine strategic change requirements and opportunities, and to develop, implement and evaluate change management strategies.

Performance criteria

Element	Upon completion students should be able to:
1. Identify change requirements/opportunities	<p>1.1 Identify strategic change needs through an analysis of strategic plans</p> <p>1.2 Review existing policies and practices against strategic objectives to identify change requirements</p> <p>1.3 Monitor trends in the external environment to identify events or trends which impact on the achievement of organisation's objectives</p> <p>1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions</p> <p>1.5 Review and prioritise change requirements/opportunities with relevant managers</p> <p>1.6 Consult specialists and experts to assist in the identification of major change requirements/opportunities</p>
2. Develop change management strategy	<p>2.1 Undertake cost benefit analysis for high priority change requirements/opportunities</p> <p>2.2 Undertake risk analysis, identify barriers to change, and agree and document mitigation strategies</p> <p>2.3 Develop change management project plan</p> <p>2.4 Obtain approvals from relevant authorities to confirm the change management process</p> <p>2.5 Assign resources to the project and agree reporting protocols with relevant managers</p>
3. Implement change management strategy	<p>3.1 Develop communication/education plans in consultation with relevant groups and individuals</p> <p>3.2 Develop communication/education plan to promote the</p>

	<p>benefits of the change to the organisation and to minimise loss</p> <p>3.3 Arrange activities to deliver the communication/education plans to all relevant groups and individuals</p> <p>3.4 Consult with relevant groups and individuals for input to the change process</p> <p>3.5 Identify and respond to barriers to the change in accordance with risk management plans</p> <p>3.6 Action interventions and activities set out in project plan in accordance with project timetable</p> <p>3.7 Activate strategies for embedding the change</p> <p>3.8 Conduct regular evaluation and review, and modify project plan where appropriate to achieve change program objectives</p>
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Skills and Knowledge

Students will develop:

- innovation skills to think laterally and to develop creative means to enable people to accept change positively
- high level interpersonal and leadership skills to obtain acceptance of change processes and to inspire trust
- planning and organising skills to sequence events and to enable staff to be clear in times of change or turbulence.

Students will develop knowledge in the areas of:

- change management process/cycle
- organisational behaviour.

