

Advanced Diploma in Business Management

Description

This advanced diploma is for individuals with significant expertise in either specialised or broad areas of skills and knowledge and who are seeking further developed expertise across a range of business functions. This qualification is also suited to the needs of individuals who possess significant theoretical business skills and knowledge that they would like to further develop in order to create further educational or employment opportunities.

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

Core Units

Unit 1: Manage Organisational Change

Unit 2: Provide Leadership across the Organisation

Unit 3: Develop and Implement Strategic Plans

Elective Units

Unit 4: Plan and Establish Compliance Management Systems

Unit 5: Develop Marketing Plan

Unit 6: Develop systematic approach to managing OHS

Unit 7: Manage payroll

Unit 8: Manage the public relations publication process

Unit 9: Manage Risk

Possible Job Roles

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

- Senior Administrator
- Senior Executive
- Executive Officer
- Program Coordinator
- Program Consultant

After achieving the Advanced Diploma in Business Management, 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: 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	<ul style="list-style-type: none">1.1 Identify strategic change needs through an analysis of strategic plans1.2 Review existing policies and practices against strategic objectives to identify change requirements1.3 Monitor trends in the external environment to identify events or trends which impact on the achievement of organisation's objectives1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions1.5 Review and prioritise change requirements/opportunities with relevant managers1.6 Consult specialists and experts to assist in the identification of major change requirements/opportunities
2. Develop change management strategy	<ul style="list-style-type: none">2.1 Undertake cost benefit analysis for high priority change requirements/opportunities2.2 Undertake risk analysis, identify barriers to change, and agree and document mitigation strategies2.3 Develop change management project plan2.4 Obtain approvals from relevant authorities to confirm the change management process2.5 Assign resources to the project and agree reporting protocols with relevant managers
3. Implement change management strategy	<ul style="list-style-type: none">3.1 Develop communication/education plans in consultation with relevant groups and individuals3.2 Develop communication/education plan to promote the

	<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 area of:

- change management process/cycle
- organisational behaviour.

Unit 2: Provide Leadership across the Organisation

Description

This unit describes the performance outcomes, skills and knowledge required to demonstrate senior leadership behaviour, and personal and professional competence.

Performance criteria

Element	Upon completion students should be able to:
1. Communicate organisational mission and goals	<ul style="list-style-type: none">1.1 Clarify objectives, values and standards in accordance with organisation's strategic direction1.2 Establish linkages between organisational objectives, values and standards and the responsibilities of relevant groups and individuals1.3 Ensure media and language used is appropriate to individuals and group circumstances1.4 State clear expectations of internal groups and individuals and explain in a manner which builds commitment to the organisation1.5 Address expectations of the organisation1.6 Investigate incidents promptly and communicate results clearly to relevant groups and individuals
2. Influence groups and individuals	<ul style="list-style-type: none">2.1 Build trust, confidence and respect of diverse groups and individuals, through positive role modelling, and effective communication and consultation2.2 Embrace, resource and effectively implement improvements to organisational and workplace culture2.3 Demonstrate understanding of the global environment and new technology in work activities2.4 Ensure actions convey flexibility and adaptability to change and accessibility2.5 Ensure consultation and participation in decision making occurs with relevant groups and individuals where appropriate2.6 Ensure decision making takes into account needs and expectations of both internal and external groups2.7 Ensure decision making occurs in accordance with

<p>3. Build and support teams</p> <p>4. Demonstrate personal and professional competence</p>	<p>risk management plans for all options, and within appropriate timeframes</p> <p>2.8 Ensure that the organisation is represented positively in the media and community</p> <p>3.1 Assign accountabilities and responsibilities to teams consistent with their competencies and operational plans</p> <p>3.2 Ensure teams are resourced to allow them to achieve their objectives</p> <p>3.3 Empower teams and individuals through effective delegation and support for their initiatives</p> <p>3.4 Create and maintain a positive work environment</p> <p>3.5 Encourage teams and individuals to develop innovative approaches to the performance of work</p> <p>4.1 Model ethical conduct in all areas of work and encourage others to adopt business ethics</p> <p>4.2 Adapt appropriate interpersonal and leadership styles to meet particular circumstances and situations</p> <p>4.3 Set and achieve personal objectives and work program outcomes</p> <p>4.4 Ensure self performance and professional competence is continuously improved through engagement in a range of professional development activities</p> <p>4.5 Participate regularly in industry/professional networks and groups</p>
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Skills and Knowledge

Students will develop:

- interpersonal skills to communicate and inspire trust and confidence of others and to ensure their cooperation and support
- networking skills to ensure support from key groups and individuals for concepts/ideas/products/services
- risk management skills to analyse, identify and develop mitigation strategies for identified risks.

Students will develop knowledge in the area of:

- business ethics and their application
- leadership styles and their application
- legislation, codes and by-laws relevant to the organisation's operations
- organisation mission, purpose and values
- organisation objectives, plans and strategies
- organisational change processes.

Unit 3: Develop and Implement Strategic Plans

Description

This unit describes the performance outcomes, skills and knowledge required to establish the strategic direction of the organisation, and to sustain competitive advantage and enhance competitiveness. It requires analysis and interpretation of relevant markets, capability assessment of the organisation, and its existing and potential competitors and allies. It also covers implementation of the strategic plan.

Performance criteria

Element	Upon completion students should be able to:
1. Confirm organisational vision and mission	<ul style="list-style-type: none">1.1 Check with stakeholders that organisational vision and mission are still held to be current and are supported1.2 Make any changes or refinements to vision or mission statement as required1.3 Review or develop organisational values to support the vision and mission statement1.4 Gain support for strategic planning process from all relevant stakeholders
2. Analyse the internal and external environment	<ul style="list-style-type: none">2.1 Determine information requirements and undertake or commission research to deliver relevant information2.2 Analyse political, economic, social, and technological developments in a global context2.3 Seek advice from appropriate experts wherever necessary2.4 Identify and consider strengths and weaknesses of existing and potential competitors and allies2.5 Analyse organisation's strengths, weaknesses, opportunities and threats2.6 Consider co-operative ventures that are supported by risk and cost-benefit analyses, are consistent with the organisational vision, mission and values, and provide for due diligence2.7 Check that analysis of internal and external environment is consistent with the perspectives of other informed people

3. Write strategic plan	<p>3.1 Document relevant research and background for inclusion in the strategic plan</p> <p>3.2 Formulate strategic objectives and strategies needed for the future</p> <p>3.3 Detail each strategy with an assigned priority, a timeframe, responsible parties and measurable performance indicators</p> <p>3.4 Circulate strategic plan for comment, support and endorsement</p>
4. Implement strategic plan	<p>4.1 Communicate strategic plan to all relevant parties</p> <p>4.2 Brief people with a specific role in relation to strategies</p> <p>4.3 Use performance indicators to monitor progress in implementing plan</p> <p>4.4 Make necessary refinements to plan</p> <p>4.5 Evaluate achievement of objectives at agreed milestones</p> <p>4.6 Review effectiveness of plan and consider methods for improving strategic planning processes</p>

Skills and Knowledge

Students will develop:

- analytical skills to undertake value chain analysis, to review strengths and weaknesses, and to collate and interpret statistical data including trend analysis
- financial skills to consider resource implications of proposed strategies
- research skills to ensure accurate, up-to-date information is available for the environmental analysis
- risk management skills to plan and undertake appropriate due diligence.

Students will develop knowledge in the area of:

- relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
- strategic planning methodologies including political, economic, social and technological (PEST) analysis and strengths, weaknesses, opportunities and threats analysis (SWOT)
- competitor knowledge
- codes and by-laws relevant to the organisation's operations

Elective Units

Unit 4: 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 AS 3806:2006 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

<p>4. Document required compliance program/management system</p> <p>5. Establish the planned compliance program/management system</p>	<p>training options</p> <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>4.1 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>5.1 Appoint and train assigned managers and operations personnel if required, before they assume their compliance management responsibilities</p>
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| | <p>5.2 Establish the components of the compliance 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 area 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 5: Develop Marketing Plans

Description

This unit describes the performance outcomes, skills and knowledge required to research, develop and present a marketing plan for an organisation.

Performance criteria

Element	Upon completion students should be able to:
1. Devise marketing strategies	<ol style="list-style-type: none">1.1 Evaluate marketing opportunity options that address organisational objectives, and evaluate their risks and returns in the selection process1.2 Develop marketing strategies that address strengths and opportunities within the organisation's projected capabilities and resources1.3 Develop strategies which increase resources or organisational expertise where gaps exist between current capability and marketing objectives1.4 Develop feasible marketing strategies and communicate reasons that justifies their selection1.5 Ensure strategies align with organisation's strategic direction1.6 Develop a marketing performance review strategy, incorporating appropriate marketing metrics to review of organisational performance against marketing objectives
2. Plan marketing tactics	<ol style="list-style-type: none">2.1 Detail tactics to implement each marketing strategy in terms of scheduling, costing, accountabilities and persons responsible2.2 Identify coordination and monitoring mechanisms for scheduled activities2.3 Ensure tactics are achievable within organisation's projected capabilities and budget2.4 Ensure tactics meet legal and ethical requirements2.5 Ensure tactics provide for ongoing review of performance against objectives and budgets, and allow marketing targets to be adjusted if necessary
3. Prepare and	<ol style="list-style-type: none">3.1 Ensure marketing plan meets organisational, as well

present a marketing plan

as marketing, objectives and incorporates **marketing approaches** and a strategic **marketing mix**

- 3.2 Ensure marketing plan contains a rationale for objectives and information that supports the choice of strategies and tactics
- 3.3 Present marketing plan for approval in the required format and timeframe
- 3.4 Adjust marketing plan in response to feedback from key stakeholders and disseminate for implementation within the required timeframe

Skills and Knowledge

Students will develop:

Culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities

- leadership skills to gain trust and confidence of colleagues and clients
- literacy skills to identify company and product or service information, to interpret strategic reports, to write in a range of styles for different audiences and to interpret legal requirements, company policies and procedures
- numeracy skills to analyse, create and manage budgets for marketing activities
- organisational and time management skills to sequence tasks and meet time lines
- presentation and facilitation skills to present a marketing plan.

Students will develop knowledge in the area of:

- organisational structure, products and services, overall strategic and marketing objectives
- key provisions of relevant legislation from all forms of government, codes of practice and national standards that may affect aspects of business operations such as:
 - anti-discrimination legislation and principles of equal opportunity, equity, and diversity
 - Australian Direct Marketing Association (ADMA) Direct Marketing Code of Practice
 - Australian E-commerce Best Practice Model
 - Australian Government Policy Framework for Consumer Protection in Electronic Commerce
 - confidentiality requirements
 - copyright laws
 - defamation laws

- Free TV Australia Commercial Television Industry Code of Practice
 - privacy laws
 - sweepstakes regulations
 - Trade Practices Act
- industry products and services knowledge.

Unit 6: Develop Systematic Approach to Managing OSH

Description

This unit describes the performance outcomes, skills and knowledge required to effectively design and develop a systematic approach to managing occupational health and safety (OHS), which covers the systems, documentation, strategies and plans necessary to manage OHS and its evaluation in the workplace.

Performance criteria

Element	Upon completion students should be able to:
1. Analyse the workplace to identify needs	1.1 Identify external motivators for development of systematic approaches to managing OHS in consultation with managers and other stakeholders 1.2 Identify internal motivators for development of systematic approaches to managing OHS 1.3 Identify workplace factors that may impact on the design and development of systematic approaches to managing OHS
2. Design integrated approaches to managing OHS	2.1 Review relevant standards , codes of practice and guidance material that provide a basis for systematic approaches to managing OHS, in consultation with managers and other stakeholders 2.2 Define elements of systematic approaches to managing OHS to suit the workplace, in consultation with stakeholders 2.3 Evaluate elements for compliance with legal obligations 2.4 Identify situations where OHS specialists and technical advisors may be required
3. Plan and develop integrated approaches to managing OHS	3.1 Develop policies and procedures to support systematic approaches to managing OHS, taking account of workplace factors 3.2 Identify and incorporate links with other functional areas and management systems 3.3 Identify and allocate relevant roles and responsibilities 3.4 Identify and document training needs for the introduction and ongoing maintenance of systematic

<p>4. Support planning for and implementation of integrated approaches to managing OHS</p> <p>5. Evaluate the design and development of integrated approaches to managing OHS</p>	<p>approaches to managing OHS</p> <p>3.5 Identify and document resources necessary to introduce and maintain systematic approaches to managing OHS</p> <p>3.6 Develop a strategic implementation plan to manage OHS</p> <p>4.1 Determine priorities for action in consultation with managers and employee representatives</p> <p>4.2 Develop action plans with allocated responsibilities and time lines</p> <p>4.3 Provide advice and support to managers and other key personnel</p> <p>4.4 Monitor implementation, in consultation with stakeholders, to ensure practicality, compatibility with other management systems and management practices, and acceptance of systematic approaches and support of programs by all levels of the organisation</p> <p>4.5 Provide regular reports and feedback to key personnel, including recommendations for adjustment in the implementation</p> <p>5.1 Design the evaluation protocol in consultation with stakeholders</p> <p>5.2 Develop a plan for collection of information and data</p> <p>5.3 Analyse and evaluate information and data</p> <p>5.4 Make recommendations for improvement in the systematic management of OHS as a result of the evaluation findings</p> <p>5.5 Provide a report to management on the outcomes of the evaluation and the recommendations for further development and improvement</p>
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Skills and Knowledge

Students will develop:

- analytical skills to:
 - identify areas for improvement with OHS incidents

- analyse relevant workplace information and data, and to make observations of workplace tasks and interactions between people, their activities, equipment, environment and systems
- contribute to the assessment of resources needed to systematically manage OHS and, where appropriate, access resources
- contribute to the strategic OHS performance of the organisation
- attention to detail when making observations and recording outcomes
- research skills to access relevant OHS information and data, to interpret information and data, and to identify areas for improvement
- communication skills to:
 - conduct effective formal and informal meetings and to communicate effectively with personnel at all levels of the organisation, OHS specialists and, as required, emergency services personnel
 - write policies, procedures and plans
 - use language and literacy skills appropriate to the workgroup and the task
- data gathering skills such as brainstorming, polling, interviewing
- consultation and negotiation skills to develop plans, and to implement and monitor designated actions
- project management skills to achieve continuous improvement and to action processes in OHS matters
- organisational skills to manage own tasks within a timeframe
- information technology skills to access and enter internal and external information and data on OHS.

Students will develop knowledge in the area of:

- concept of common law duty of care
- development of tools such as positive performance indicators (PPIs) in assessment of OHS performance
- difference between common law and statutory law
- ethics related to professional practice
- formal and informal communication and consultation processes, and key personnel related to communication
- hierarchy of control and considerations for choosing between different control measures, such as possible inadequacies of particular control measures
- how the characteristics and composition of the workforce impact on risk and the systematic approach to managing OHS, for example:
 - communication skills
 - cultural background/workplace diversity
 - gender
 - labour market changes
 - language, literacy and numeracy
 - structure and organisation of workforce e.g. part-time, casual and contract workers, shift rosters, geographical location
 - workers with specific needs
- internal and external sources of OHS information and data

- key personnel, including identifying 'change agents', within workplace management structure
- language, literacy and cultural profile of the work group
- legislative requirements for OHS information and data, and consultation
- methods of providing evidence of compliance with OHS legislation
- nature and use of information and data that provides valid and reliable results on performance of OHS management processes (including PPIs and limitations of other types of measures)
- nature of workplace processes (including work flow, planning and control) and hazards relevant to the particular workplace
- organisational behaviour and culture as it impacts on OHS and on change
- organisational culture as it impacts on the workgroup
- organisational OHS policies and procedures
- other functional areas that impact on the management of OHS
- principles and practices of a systematic approach to managing OHS
- principles of duty of care including concepts of causation, foreseeability, preventability
- principles of effective meetings including agendas, action planning, chair and secretarial duties, minutes and action items
- principles of incident causation and injury processes
- professional liability in relation to providing advice
- requirements for record keeping that address OHS, privacy and other relevant legislation
- requirements for reporting under OHS and other relevant legislation including notification and reporting of incidents
- requirements of OHS and standards related to systematically managing OHS
- roles and responsibilities under OHS legislation of employees including supervisors, contractors, OHS inspectors
- roles and responsibilities in relation to communication and consultation for OHS committees, OHS representatives, line management, employees and inspectors
- state/territory and commonwealth OHS legislation (acts, regulations, codes of practice, associated standards and guidance material) including prescriptive and performance approaches and links to other relevant legislation such as industrial relations, equal employment opportunity, workers compensation, rehabilitation
- structure and forms of legislation including regulations, codes of practice, associated standards and guidance material

Unit 7: Manage Payroll

Description

This unit describes the performance outcomes, skills and knowledge required to establish and monitor security procedures for managing organisational payroll services and to calculate and process salary payments, group taxation and related payments.

Performance criteria

Element	Upon completion students should be able to:
1. Establish procedures for the management of payroll	1.1 Establish security procedures that ensure the confidentiality and security of payroll information 1.2 Ensure procedures guarantee substantiation of claims for allowances 1.3 Establish control measures to safeguard organisation's financial resources in accordance with legislative and organisational requirements 1.4 Establish systems to ensure that statutory obligations are met and records are kept for the period determined by government legislation
2. Prepare payroll data	2.1 Use nominated industrial awards, contracts and government legislation to calculate gross pay and annual salaries 2.2 Calculate statutory and voluntary deductions using government and employee documentation 2.3 Provide payroll data to payroll processor for calculation within designated time lines
3. Authorise payment of salaries	3.1 Check payroll, and authorise salaries and wages for payment in accordance with organisational policy and procedures 3.2 Reconcile salaries, wages and deductions in accordance with organisational policy and procedures 3.3 Deal with salary, wage and related enquiries in accordance with organisational policy and procedures
4. Administer salary records	4.1 Process declaration forms for new and existing employees in accordance with Australian Taxation Office requirements 4.2 Forward periodic deductions to nominated creditors

	<p>within designated time lines</p> <p>4.3 Prepare and despatch payments to government authorities accurately and in accordance with the relevant government legislation</p> <p>4.4 Calculate and transcribe group tax amounts and make payments in accordance with taxation procedures</p> <p>4.5 Prepare and reconcile employee group certificate amounts from salary records</p>
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Skills and Knowledge

Students will develop:

- communication skills to answer enquiries, and to explain and resolve discrepancies with employees
- literacy skills to follow complex financial procedures and to follow and write detailed instructions
- numeracy skills to:
- use financial formulae
- calculate gross and net pay
- compare differing rates of pay over a given time span of the same nature
- prepare cash analysis sheets
- reconcile figures and rectify anomalies to ensure accuracy.

Students will develop knowledge in the area of:

- key provisions of relevant legislation from all forms of government, standards, regulations and codes that may affect aspects of business operations, such as:
- Australian Taxation Office regulations
- anti-discrimination legislation
- ethical principles
- codes of practice
- financial legislation
- privacy laws
- relevant industrial awards
- other relevant government and statutory bodies in relation to payroll
- Superannuation Guarantee (Administration) Act and superannuation regulations
- organisational policies and procedures across the full range of tasks required payroll processes

Unit 8: Manage the Public Relations Publication Process

Description

This unit describes the performance outcomes, skills and knowledge required to manage the design, production, implementation and evaluation of public relations publications in accordance with organisational requirements.

Performance criteria

Element	Upon completion students should be able to:
1. Research publication requirements and segment target audience	<ul style="list-style-type: none">1.1 Prepare a public relations research brief that specifies the research objectives, methodology, time schedule and budget1.2 Consider the internal and external factors that may impact the effectiveness of public relations publication1.3 Assess primary and secondary research methods for their capacity to provide information on publications requirements and market segments1.4 Evaluate and choose criteria to use in segmenting the audience in accordance with the public relations brief1.5 Define the target audience in terms of prospective readers of the publications1.6 Ensure the target audience profile meets organisational requirements in terms of level and style of language usage, format, content and level of detail
2. Plan public relations publications	<ul style="list-style-type: none">2.1 Ensure publication purpose is consistent with organisational mission, vision and corporate values2.2 Identify, agree upon and document publication objectives and central message consistent with messages in other organisational publications2.3 Select team members according to skill and knowledge requirements2.4 Develop and agree upon budgets and schedules with relevant stakeholders2.5 Identify appropriate suppliers of goods and services and obtain quotations as required2.6 Develop criteria to test and evaluate the success of

3. Develop and evaluate public relations publications

the publication

- 3.1 Design and write publication text in accordance with communication objectives and house style
- 3.2 Check readability of material to ensure it is geared to the target audience's reading levels
- 3.3 Test document with relevant stakeholders and incorporate findings into the final publication
- 3.4 Ensure publications, including any changes, comply with **legal and ethical requirements**
- 3.5 Select and contract suppliers to complete publication production processes
- 3.6 Distribute publication according to public relations plan
- 3.7 Evaluate **aspects** of the publication in line with stakeholder feedback and against evaluation criteria

Skills and Knowledge

Students will develop:

- culturally appropriate communication and negotiation skills to relate to people from diverse backgrounds and people with diverse abilities, to liaise effectively with team members and consult with external suppliers
- literacy skills to write a range of documents containing complex ideas in a readable and engaging style appropriate to suit a range of audiences
- organisational, project management and time management skills to ensure publications are ready and distributed on time
- research and evaluation skills to segment and profile target audiences of public relations communications
- technology skills to use a range of office equipment and software applications.

Students will develop knowledge in the area of:

- overview knowledge of key provisions of relevant legislation from all levels of government, codes of practice and national standards that affect business operations, such as:
 - anti-discrimination legislation and the principles of equal opportunity, equity and diversity
 - copyright
 - defamation and libel
 - ethical principles such as those outlined in the Public Relations Institute Code of Ethics and the Australian Journalists Association Code of Ethics
 - privacy laws

- Trade Practices Act 1974
- principles and practices of the media and printing industries.

Unit 9: Managing Risk

Description

This unit describes the performance outcomes, skills and knowledge required to manage risks in a range of contexts across the organisation or for a specific business unit or area.

Performance criteria

Element	Upon completion students should be able to:
1. Establish risk context	<ul style="list-style-type: none">1.1 Review organisational processes, procedures and requirements for undertaking <i>risk</i> management1.2 Determine <i>scope</i> for risk management process1.3 Identify internal and external stakeholders and their issues1.4 Review political, economic, social, legal, technological and policy context1.5 Review strengths and weaknesses of existing arrangements1.6 Document critical success factors, goals or objectives for area included in scope1.7 Obtain support for risk management activities1.8 Communicate with <i>relevant parties</i> about the risk management process and invite participation
2. Identify risks	<ul style="list-style-type: none">2.1 Invite relevant parties to assist in the identification of risks2.2 <i>Research</i> risks that may apply to scope2.3 Use <i>tools and techniques</i> to generate a list of risks that apply to the scope, in consultation with relevant parties
3. Analyse risks	<ul style="list-style-type: none">3.1 Assess <i>likelihood</i> of risks occurring3.2 Assess <i>impact or consequence</i> if risks occur3.3 <i>Evaluate</i> and prioritise risks for treatment
4. Select and implement treatments	<ul style="list-style-type: none">4.1 Determine and select most appropriate <i>options</i> for treating risks

	<p>4.2 Develop an <i>action plan</i> for implementing risk treatment</p> <p>4.3 Communicate risk management processes to relevant parties</p> <p>4.4 Ensure all documentation is in order and appropriately stored</p> <p>4.5 Implement and monitor action plan</p> <p>4.6 Evaluate risk management process</p>
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Skills and Knowledge

Students will develop:

- communication and literacy skills to consult and negotiate, to prepare communications about risk management, and to encourage stakeholder involvement
- organisational and management skills to plan and implement risk management processes
- problem-solving and innovation skills to find practical ways to manage identified risks.

Students will develop knowledge in the area of:

- Risk management.
- legislation, codes of practice and national standards, for example:
 - duty of care
 - company law
 - contract law
 - environmental law
 - freedom of information
 - industrial relations law
 - privacy and confidentiality
 - legislation relevant to organisation's operations
 - legislation relevant to operation as a business entity
- organisational policies and procedures, including:
 - risk management strategy
 - policies and procedures for risk management
- overall operations of organisation
- reasonable adjustment in the workplace for people with a disability
- types of available insurance and insurance providers

