

## **Diploma in Business Management**

### **Description**

This diploma reflects the role of individuals with substantial experience in a range of settings and who are seeking to further develop their skills across a wide range of business functions. This diploma is also suited to the needs of individuals with little or no vocational experience, but who possess sound theoretical business skills and knowledge that they would like to further develop in order to create further educational and employment opportunities.

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

### **Core Units**

Unit 1: Manage Quality Customer Service

Unit 2: Manage Budgets and Financial Plans

Unit 3: Manage an Information or Knowledge Management System

Unit 4: Develop a Workplace Learning Environment

Unit 5: Manage People Performance

### **Elective Units**

Unit 6: Manage Operational Plan

Unit 7: Facilitate Continuous Improvement

Unit 8: Ensure a Safe Workplace

Unit 9: Manage Performance Management Systems

### **Possible Job Roles**

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

- Business Officer
- Business Manager
- Executive Officer
- Program Consultant
- Program Coordinator
- Administrator

- Business Director
- CEO/Senior Director
- Project Officer/Executive

### **Pathways from the qualification**

After achieving the Diploma in Business Management, candidates may undertake the Advanced Diploma in Business Management or a range of other Advanced Diploma qualifications.

### **Text Books:**

All study materials would be made available through Royal Academy of Career Development. Check our website for recommended Text.

### **Course Duration:**

6 Months of study of 48 contact hours

**Examinations:** There is a final examination of 2 hours

### **Course Fees:**

**Tuition:** US\$400 or G\$80,000

**Registration:** US\$25 or G\$5,000

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

### **Entry Requirements:**

Persons registering for this course should have at least 3 Subjects CXC, completion of one or more of our certificates or mature/working individuals over 18 years.

### **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](http://www.ipfm.org.uk) or you can come in to us at lot 125 Regent Road Bourda, Georgetown, Guyana.

## Unit 1: Manage Quality Customer Service

### Description

This unit describes the performance outcomes, skills and knowledge required to develop strategies to manage organisational systems that ensure products and services are delivered and maintained to standards agreed by the organisation.

### Performance criteria

Element	Upon completion of students should be able to:
1. Plan to meet internal and external customer requirements	1.1 Investigate, identify, assess, and include the needs of <b>customers</b> in planning processes 1.2 Ensure plans achieve the <b>quality</b> , time and cost specifications agreed with customers
2. Ensure delivery of quality products and/or services	2.1 Deliver products and/or services to customer specifications within organisation's business plan 2.2 Manage team performance to consistently meet the organisation's quality and delivery standards 2.3 Assist colleagues to overcome difficulty in meeting customer service standards using leadership, supervision, coaching and mentoring
3. Monitor, adjust and review customer service	3.1 Develop and use <b>strategies</b> to monitor progress in achieving product and/or service targets and standards 3.2 Develop and use strategies to obtain customer feedback to improve the provision of products and/or services 3.3 Develop, procure and use <b>resources</b> effectively to provide quality products and/or services to customers 3.4 Make decisions to overcome problems and to adapt customer services, products and/or service delivery in consultation with appropriate individuals and groups 3.5 Manage records, reports and recommendations within the organisation's systems and processes

### Skills and Knowledge

Students will develop:

- communication, coaching and mentoring skills to provide support to colleagues
- problem-solving skills to deal with complex and non-routine difficulties.

**Students will develop knowledge in the areas of:**

- techniques for solving complaints including the principles and techniques involved in the management and organisation of:
  - customer behaviour
  - customer needs research
  - customer relations
  - ongoing product and/or service quality
  - problem identification and resolution
  - quality customer service delivery
  - record keeping and management methods
  - strategies for monitoring, managing and introducing ways to improve customer service relationships
  - strategies to obtain customer feedback

## Unit 2: Manage Budgets and Financial Plans

### Description

This unit describes the performance outcomes, skills and knowledge required to undertake financial management within a work team in an organisation. This includes planning and implementing financial management approaches, supporting team members whose role involves aspects of financial operations, monitoring and controlling finances, and reviewing and evaluating effectiveness of financial management processes in line with the financial objectives of the work team and the organisation.

### Performance criteria

Element	Upon completion of students should be able to:
1. Plan financial management approaches	<ul style="list-style-type: none"><li>1.1 Access <b>budget/financial plans</b> for the work team</li><li>1.2 Clarify budget/financial plans with <b>relevant personnel</b> within the organisation to ensure that documented outcomes are achievable, accurate and comprehensible</li><li>1.3 Negotiate any changes required to be made to budget/financial plans with relevant personnel within the organisation</li><li>1.4 Prepare <b>contingency plans</b> in the event that initial plans need to be varied</li></ul>
2. Implement financial management approaches	<ul style="list-style-type: none"><li>2.1 Disseminate relevant details of the agreed budget/financial plans to team members</li><li>2.2 Provide <b>support</b> to ensure that team members can competently perform <b>required roles</b> associated with the management of finances</li><li>2.3 Determine and access <b>resources and systems</b> to manage financial management processes within the work team</li></ul>
3. Monitor and control finances	<ul style="list-style-type: none"><li>3.1 Implement <b>processes</b> to monitor actual expenditure and to control costs across the work team</li><li>3.2 Monitor expenditure and costs on an agreed cyclical basis to identify cost variations and expenditure overruns</li><li>3.3 Implement, monitor and modify contingency plans as required to maintain financial objectives</li></ul>

4. Review and evaluate financial management processes

3.4 **Report** on budget and expenditure in accordance with organisational protocols

4.1 Collect and collate for analysis, **data and information on the effectiveness of financial management processes** within the work team

4.2 Analyse data and information on the effectiveness of financial management processes within the work team and identify, document and recommend any improvements to existing processes

4.3 Implement and monitor agreed improvements in line with financial objectives of the work team and the organisation

## Skills and Knowledge

### Students will develop:

- numeracy skills to read and understand a budget and to update a budget
- technology skills to use software associated with financial record keeping.

### Students will develop knowledge in the areas of:

- basic accounting principles
- organisational requirements related to financial management
- relevant legislation and current requirements of the Guyana Revenue Authority GRA.
- requirements for organisational record keeping and auditing
- principles and techniques involved in:
  - budgeting
  - cash flows
  - electronic spreadsheets
  - ledgers and financial statements
  - profit and loss statements.

### Unit 3: Manage an Information or Knowledge Management System

#### Description

This unit describes the performance outcomes, skills and knowledge required to organise learning to use an information or knowledge management system and to manage the use of the system.

#### Performance criteria

Element
1. Organise learning to use information or knowledge management system
2. Manage use of information or knowledge management system
3. Review use of information or knowledge management system

Upon completion of students should be able to:
1.1 Identify learning needs of <b>relevant personnel</b> and <b>stakeholders</b> for input into, and use of, <b>an information or knowledge management system</b>
1.2 Identify and secure human, financial and physical resources required for <b>learning activities</b> to use an information or knowledge management system
1.3 Organise and facilitate learning activities
1.4 Promote and support use of the system throughout the organisation
1.5 Monitor and document effectiveness of learning activities
2.1 Ensure implementation of <b>policies and procedures for the information or knowledge management system</b> are monitored for compliance, effectiveness and efficiency
2.2 Address implementation issues and problems as they arise
2.3 Monitor integration and alignment with data and information systems
2.4 Collect information on achievement of <b>performance measures</b>
2.5 Manage contingencies such as system failure or technical difficulties by accessing technical specialist help as required
3.1 Analyse effectiveness of system and report on strengths and limitations of the system
3.2 Review business and operational plan and determine how effectively the system is contributing to intended

outcomes

3.3 Make recommendations for improvement to system, policy or work practices

## **Skills and Knowledge**

### **Students will develop:**

- analytical and problem-solving skills to ensure the system is working in accordance with organisational expectations and to deal with contingencies
- technology skills to work with and manage the use of the information or knowledge management system.

### **Students will develop knowledge in the areas of:**

- legislation, codes of practice and national standards, for example:
  - privacy and confidentiality legislation
  - freedom of information legislation
  - Knowledge management - A guide
- organisational policies and procedures, for example:
  - records management
  - information management
  - customer service
  - commercial confidentiality
- organisational operations, and existing data and information systems.

## Unit 4: Develop Workplace Learning Environment

### Description

This unit describes the performance outcomes, skills and knowledge required to encourage and support the development of a learning environment in which work and learning come together. Particular emphasis is on the development of strategies to facilitate and promote learning, and to monitor and improve learning performance.

### Performance criteria

Element	Upon completion of students should be able to:
1. Create learning opportunities	<ol style="list-style-type: none"><li>1.1 Identify potential formal and informal <b>learning opportunities</b></li><li>1.2 Identify <b>learning needs</b> of individuals in relation to the needs of the team and/or enterprise, and available learning opportunities</li><li>1.3 Develop and implement <b>learning plans</b> as an integral part of individual and team performance plans</li><li>1.4 Develop strategies to ensure that learning plans reflect the <b>diversity of needs</b></li><li>1.5 Ensure organisational procedures maximise individual and team access to, and participation in, learning opportunities</li><li>1.6 Ensure effective liaison occurs with <b>training and development specialists</b> and contributes to learning opportunities which enhance individual, team and organisational performance</li></ol>
2. Facilitate and promote learning	<ol style="list-style-type: none"><li>2.1 Develop strategies to ensure that workplace learning opportunities are used and that team members are encouraged to share their skills and knowledge to <b>encourage a learning culture</b> within the team</li><li>2.2 Implement organisational procedures to ensure workplace learning opportunities contribute to the development of appropriate workplace knowledge, skills and attitudes</li><li>2.3 Implement policies and procedures to encourage team members to assess their own competencies, and to identify their own learning and development needs</li><li>2.4 Share the benefits of learning with others in the team</li></ol>

3. Monitor and improve learning effectiveness

and organisation

- 2.5 Recognise workplace achievement by timely and appropriate recognition, feedback and rewards
- 3.1 Use strategies to ensure that team and individual learning performance is monitored to determine the type and extent of any additional work-based support required, and any occupational health and safety (OHS) issues
- 3.2 Use feedback from individuals and teams to identify and introduce improvements in future learning arrangements
- 3.3 Make adjustments, negotiated with training and development specialists, for improvements to the efficiency and effectiveness of learning
- 3.4 Use processes to ensure that records and reports of competency are documented and maintained within the organisation's systems and procedures to inform future planning

## Skills and Knowledge

### Students will develop:

- communication skills to:
  - deal with people openly and fairly
  - encourage colleagues to share their knowledge and skills
  - gain the trust and confidence of colleagues
  - use consultation skills effectively
- literacy skills to access and use workplace information
- planning and organisational skills to facilitate, promote and monitor learning by:
  - developing learning plans
  - establishing a workplace which is conducive to learning
  - evaluating the effectiveness of learning
  - identifying learning needs
  - negotiating learning arrangements with training and development specialists
  - selecting and using work activities to create learning opportunities
  - using coaching and mentoring to support learning.

### Students will develop knowledge in the areas of:

- management of relationships to achieve a learning environment
- principles and techniques involved in the management and organisation of:

- adult learning
- coaching and mentoring
- consultation and communication
- improvement strategies
- leadership
- learning environment and learning culture
- monitoring and reviewing workplace learning
- problem identification and resolution
- record keeping and management methods
- structured learning
- work-based learning

## Unit 5: Manage People Performance

### Description

This unit describes the performance outcomes, skills and knowledge required to manage the performance of staff who report to them directly. Development of key result areas and key performance indicators and standards, coupled with regular and timely coaching and feedback, provide the basis for performance management.

### Performance criteria

Element	Upon completion of students should be able to:
1. Allocate work	<ul style="list-style-type: none"> <li>1.1 Consult relevant groups and individuals on work to be allocated and resources available</li> <li>1.2 Develop work plans in accordance with operational plans</li> <li>1.3 Allocate work in a way that is efficient, cost effective and outcome focussed</li> <li>1.4 Confirm <b>performance standards, Code of Conduct</b> and work outputs with relevant teams and individuals</li> <li>1.5 Develop and agree <b>performance indicators</b> with relevant staff prior to commencement of work</li> <li>1.6 Conduct <b>risk analysis</b> in accordance with the organisational risk management plan and legal requirements</li> </ul>
2. Assess performance	<ul style="list-style-type: none"> <li>2.1 Design <b>performance management</b> and review processes to ensure consistency with organisational objectives and policies</li> <li>2.2 Train participants in the performance management and review process</li> <li>2.3 Conduct performance management in accordance with organisational protocols and time lines</li> <li>2.4 Monitor and evaluate performance on a continuous basis</li> </ul>
3. Provide feedback	<ul style="list-style-type: none"> <li>3.1 Provide informal feedback to staff on a regular basis</li> <li>3.2 Advise relevant people where there is poor performance and take necessary actions</li> <li>3.3 Provide on-the-job coaching when necessary to</li> </ul>

<p>4. Manage follow up</p>	<p>improve performance and to confirm <b>excellence in performance</b></p> <p>3.4 Document performance in accordance with the organisational performance management system</p> <p>3.5 Conduct formal structured feedback sessions as necessary and in accordance with organisational policy</p> <p>4.1 Write and agree performance improvement and development plans in accordance with organisational policies</p> <p>4.2 Seek assistance from human resources specialists where appropriate</p> <p>4.3 Reinforce excellence in performance through recognition and continuous feedback</p> <p>4.4 Monitor and coach individuals with poor performance</p> <p>4.5 Provide support services where necessary</p> <p>4.6 Counsel individuals who continue to perform below expectations and implement the disciplinary process if necessary</p> <p>4.7 <b>Terminate</b> staff in accordance with legal and organisational requirements where serious misconduct occurs or ongoing poor-performance continues</p>
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## Skills and Knowledge

### Students will develop:

- communication skills to articulate expected standards of performance, to provide effective feedback and to coach staff who need development
- risk management skills to analyse, identify and develop mitigation strategies for identified risks
- planning and organisation skills to ensure a planned and objective approach to the performance management system.

### Students will develop knowledge in the areas 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
- relevant awards and certified agreements
- performance measurement systems utilised within the organisation

- unlawful dismissal rules and due process
- staff development options and information.

## **Elective Units**

## Unit 6: Manage Operational Plan

### Description

This unit describes the performance outcomes, skills and knowledge required to develop and monitor implementation of the operational plan to provide efficient and effective workplace practices within the organisation's productivity and profitability plans. Management at a strategic level requires systems and procedures to be developed and implemented to facilitate the organisation's operational plan.

### Performance criteria

Element	Upon completion of students should be able to:
1. Develop operational plan	<p>1.1 Research, analyse and document <b>resource requirements</b> and develop an operational plan in consultation with <b>relevant personnel, colleagues and specialist resource managers</b></p> <p>1.2 Develop and/or implement <b>consultation processes</b> as an integral part of the operational planning process</p> <p>1.3 Ensure details of the operational plan include the development of <b>key performance indicators</b> to measure organisational performance</p> <p>1.4 Develop and implement <b>contingency plans</b> at appropriate stages of operational planning</p> <p>1.5 Ensure the development and presentation of proposals for resource requirements is supported by a variety of information sources and seek specialist advice as required</p> <p>1.6 Obtain approval for plan from relevant parties and ensure understanding among work teams involved</p>
2. Plan and manage resource acquisition	<p>2.1 Develop and implement strategies to ensure that employees are recruited and/or inducted within the organisation's human resources management policies and practices</p> <p>2.2 Develop and implement strategies to ensure that physical resources and services are acquired in accordance with the <b>organisation's policies, practices and procedures</b></p>
3. Monitor and review operational	<p>3.1 Develop, monitor and review performance systems and processes to assess progress in achieving profit</p>

performance	<p>and productivity plans and targets</p> <p>3.2 Analyse and interpret budget and actual financial information to monitor and review profit and productivity performance</p> <p>3.3 Identify areas of under performance, recommend solutions, and take prompt action to rectify the situation</p> <p>3.4 Plan and implement systems to ensure that mentoring and coaching are provided to support individuals and teams to effectively, economically and safely use resources</p> <p>3.5 Negotiate recommendations for variations to operational plans and gain approval from <b><i>designated persons/groups</i></b></p> <p>3.6 Develop and implement systems to ensure that procedures and records associated with documenting performance are managed in accordance with organisational requirements</p>
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## Skills and Knowledge

### Students will develop:

- literacy skills to access and use workplace information and to write a succinct and practical plan
- technology skills to use software to produce and monitor the plan against performance indicators
- planning and organisational skills
- coaching skills to work with people with poor performance
- numeracy skills to allocate and manage financial resources.

### Students will develop knowledge in the areas of:

- models and methods for operational plans
- budgeting processes
- alternative approaches to improving resource usage and eliminating resource inefficiencies and waste.

## Unit 7: Facilitate Continuous Improvement

### Description

This unit describes the performance outcomes, skills and knowledge required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies, and to manage opportunities for further improvements.

### Performance criteria

Element	Upon completion of students should be able to:
1. Lead continuous improvement systems and processes	1.1 Develop <b>strategies</b> to ensure that team members are actively encouraged and supported to participate in decision making processes, and to assume responsibility and exercise initiative as appropriate 1.2 Establish <b>systems</b> to ensure that the organisation's <b>continuous improvement processes</b> are communicated to all <b>stakeholders</b> 1.3 Develop effective mentoring and coaching processes to ensure that individuals and teams are able to implement and support the organisation's continuous improvement processes
2. Monitor and adjust performance strategies	2.1 Develop strategies to ensure that systems and processes are used to monitor <b>operational progress</b> and to identify ways in which planning and operations could be improved 2.2 Adjust and communicate strategies to all stakeholders according to organisational procedures
3. Manage opportunities for further improvement	3.1 Establish processes to ensure that team members are informed of outcomes of continuous improvement efforts 3.2 Ensure processes include <b>documentation of work team performance</b> to aid the identification of further opportunities for improvement 3.3 Consider areas identified for further improvement when undertaking future planning

### Skills and Knowledge

### Students will develop:

- innovation and lateral thinking skills to design better ways for achieving work outcomes
- leadership skills to gain the confidence and trust of others
- communication skills to communicate opportunities for improvement, and to coach and mentor staff.

**Students will develop knowledge in the areas of:**

- continuous improvement models
- quality systems.

## Unit 8: Ensure a Safe Workplace

### Description

This unit describes the performance outcomes, skills and knowledge required to establish, maintain and evaluate the organisation's occupational health and safety (OHS) policies, procedures and programs in the relevant work area in accordance with OHS legal requirements.

### Performance criteria

Element	Upon completion of students should be able to:
1. Establish and maintain an OHS system	1.1 Locate and communicate OHS policies which clearly express the organisation's commitment to implement relevant <b>OHS legislation</b> in the enterprise 1.2 Define OHS responsibilities for all workplace personnel in accordance with OHS policies, procedures and programs 1.3 Identify and approve financial and human resources for the effective operation of the OHS system
2. Establish and maintain participative arrangements for the management of OHS	2.1 Establish and maintain participative arrangements with employees and their representatives in accordance with relevant OHS legislation 2.2 Appropriately resolve issues raised through participative arrangements and consultation 2.3 Promptly provide information about the outcomes of participation and consultation in a manner accessible to employees
3. Establish and maintain procedures for identifying hazards, and assessing and controlling risks	3.1 Develop procedures for ongoing hazard identification, and assessment and <b>control of associated risks</b> 3.2 Include hazard identification at the planning, design and evaluation stages of any change in the workplace to ensure that new hazards are not created by the proposed changes 3.3 Develop and maintain procedures for selection and implementation of risk control measures in accordance with the hierarchy of control 3.4 Identify inadequacies in existing risk control measures in accordance with the hierarchy of control and promptly provide resources to enable implementation

4. Establish and maintain a quality OHS management system

of new measures

3.5 Identify intervention points for expert OHS advice

4.1 Develop and provide an OHS induction and training program for all employees as part of the organisation's training program

4.2 Utilise system for ***OHS record keeping*** to allow identification of patterns of occupational injury and disease in the organisation

4.3 Measure and evaluate the OHS system in line with the organisation's quality systems framework

4.4 Develop and implement improvements to the OHS system to achieve organisational OHS objectives

4.5 Ensure compliance with the OHS legislative framework so that legal OHS standards are maintained as a minimum

## Skills and Knowledge

### Students will develop:

- analytic skills to analyse relevant workplace data in order to identify hazards, and to assess and control risks
- communication skills to consult with staff and to promote a safe workplace
- problem-solving skills to deal with complex and non-routine difficulties
- technology skills to store and retrieve relevant workplace data.

### Students will develop knowledge in the areas of:

- application of the hierarchy of control (the preferred order of risk control measures from most to least preferred, that is, elimination, engineering controls, administrative controls, personal protective equipment)
- hazard identification and risk management
- relevant legislation from all levels of government that affects business operation, especially in regard to OHS and environmental issues, equal opportunity, industrial relations and anti-discrimination
- reporting requirements.

## Unit 9: Manage Performance Management Systems

### Description

This unit describes the performance outcomes, skills and knowledge required to design, implement and oversee performance management systems. It includes ongoing performance feedback strategies as well as formal performance feedback meetings. Specific intervention associated with underperformance and/or misconduct is also included.

### Performance criteria

Element	Upon completion of students should be able to:
1. Develop performance management systems	<ul style="list-style-type: none"><li>1.1 Analyse strategic and operational plans to identify relevant policies and objectives for <b>performance management</b> system</li><li>1.2 Design methods and processes for line managers to develop <b>key performance indicators</b> for positions reporting to them</li><li>1.3 Develop organisational timeframes and processes for formal performance management sessions</li><li>1.4 Ensure systems developed are flexible enough to cover the range of <b>employment situations</b> within the organisation</li><li>1.5 Consult with key stakeholders about the system and agree on its features</li><li>1.6 Gain support for the implementation of the performance management system</li></ul>
2. Implement performance management systems	<ul style="list-style-type: none"><li>2.1 Train relevant groups and individuals to monitor performance and to identify <b>performance gaps</b></li><li>2.2 Ensure that line managers are monitoring performance regularly and that <b>intervention</b> occurs to acknowledge poor performance and excellent performance</li><li>2.3 Work with line managers, where necessary, to assist them to address poor performance in accordance with organisational policies and legal requirements</li><li>2.4 Support line managers to counsel and discipline employees who continue to perform below standard</li></ul>

3. Coordinate formal feedback processes

- 2.5 Provide support to **terminate** employees who fail to respond to interventions, in accordance with organisational protocols and legislative requirements
- 2.6 Recognise excellence in accordance with organisational policy
- 2.7 Ensure documented outcomes of performance management sessions are accessible and are stored in accordance with organisational policy

3.1 Develop performance feedback plans by relevant managers/team leaders and lodge them with human resources staff

3.2 Provide training and assistance to managers/team leaders participating in the feedback process

3.3 Agree on and sign, plans for performance improvement and **individual learning and development**

3.4 Establish processes to deal with any problems or grievances which arise from the performance feedback

3.5 Make available specialist advice on **career development** to participants in the process

4. Coordinate individual/group learning development plans

4.1 Contract **appropriate providers** for performance development, as identified by the plans, in accordance with organisational policies

4.2 Design learning and development plans to contribute to the development of a **learning organisation**

4.3 Deliver learning and development plans according to agreed timeframes and ensure they deliver **specified outcomes**

4.4 Monitor learning and development activities to ensure compliance with **quality assurance standards**

4.5 Negotiate **remedial action** with providers where necessary

4.6 Generate reports to advise appropriate managers on progress and success rates of activities

4.7 Regularly evaluate and improve all aspects of the performance management system, in keeping with organisational objectives and policies

## **Skills and Knowledge**

### **Students will develop:**

- analytical skills to ensure system is practical and gathers necessary information
- conflict management skills to deal with grievances, disputes or disagreements that may arise
- leadership skills to obtain support and endorsement of the performance management system across the organisation
- training, coaching, mentoring and facilitation skills to ensure managers are competent to deliver the systems.

### **Students will develop knowledge in the areas of:**

- equal employment opportunity, diversity and anti-discrimination policies and legislation
- grievance procedures
- models for giving feedback and options for skill development
- options in the design of performance management systems
- role of performance management in relation to broader human resources and business objectives