

AfMA - Australasian Fleet Management Association

Diploma of Leadership & Management (BSB50420)

Program modules: units of competency aligned to national qualification standards and requirements. (Nov 2021)

Learning Module Descriptions

Module One: Managing Operational Change

Overview	Operational plans are at the heart of a business' operations and this cluster teaches you to not only manage such plans, but also facilitate wide-spread organisational change. There are three key areas we focus on, including the strategic development and management of an operational plan, planning and acquiring the resources to implement it at a high level, and monitoring operational performance. We also look at planning for the introduction of change, dealing with emerging challenges and opportunities and handling ambiguity in the change process.
Duration	Two days
Learning Outcomes	<p>Through this course participants will develop the skills and knowledge to:</p> <ul style="list-style-type: none"> + Establish an operational plan, manage resource acquisition and monitor and review performance. + Manage project parameters, reviewing the final project outcomes against project scope and plans. + Develop and maintain professional networks and relationships. + Identify ambiguity in the change process and communicate the need to work with issues that cannot be resolved immediately to others. + Anticipate and facilitate information needs of all stakeholders as part of change management.
Unit/s	<p>BSBOPS502 Manage business operational plans</p> <p>BSBPMG430 Undertake project work</p> <p>PSPGEN056 Facilitate change</p>

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Module Two: Emotional Intelligence

Overview	Emotional intelligence (EI) is a tool to increase self-awareness, self-management, social awareness and relationship management in the workplace. People with EI can identify the impact of their own emotions on others in the workplace, recognise the emotional strengths and weaknesses of others, promote the development of EI in others, and use EI to maximise team outcomes. We look at developing EI as a means to lead effective workplace relationships and the team.
Duration	One day
Learning Outcomes	<p>Through this course participants will develop the skills and knowledge to:</p> <ul style="list-style-type: none"> + Understand the science of emotions and emotional intelligence. + Identify development needs through review of personal emotional intelligence + Apply tools and techniques for effectively asking for and responding to feedback. + Investigate events that can cause positive and negative emotional responses at work. + Explore and apply techniques for developing self and other awareness. + Explore and apply ways to build personal resilience. + Examine and apply a technique to positively influence how others are thinking and feeling.
Unit/s	BSBPEF502 Develop and use emotional intelligence

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Module Three: Leading Innovation and Improvement

Overview	Effective leaders need to be willing to challenge the status quo and develop new ideas for growth; seeking to continually develop and improve the way work. This cluster focuses on developing critical thinking skills to establish an innovative environment that encourages the application of critical and creative thinking. You will monitor and improve your thinking practices whilst celebrating and encouraging innovative ideas.
Duration	Two days
Learning Outcomes	<p>Through this course participants will develop the skills and knowledge to:</p> <ul style="list-style-type: none"> + Determine working conditions that allow innovative practices according to organisational policies and procedures. + Collaborate with stakeholders and develop ideas for enhancing work environments. + Develop processes that create a safe environment for critical and creative thinking approaches. + Facilitate opportunities for team members to apply critical thinking skills to workplace problems. + Facilitate formal and informal learning opportunities for addressing identified gaps. + Build and support your team's ability to think critically across the board.
Unit/s	<p>BSBSTR501 Establish innovative work environments</p> <p>BSBCRT511 Develop critical thinking in others</p>

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Module Four: Leading and Managing Teams

Overview	Good leaders are needed in any team. Great leaders can empower these team members to reach work goals whilst building and maintaining trust. This cluster is focused on strengthening your ability to lead and manage teams by identifying team purpose, roles, and responsibilities according to organisational and task objectives.
Duration	Two days
Learning Outcomes	<p>Through this course participants will develop the skills and knowledge to:</p> <ul style="list-style-type: none"> + Develop performance plans with expected outcomes, key performance indicators (KPIs) and goals for the work team. + Have the knowledge to support teams in identifying and resolving work performance problems. + Develop work plans and allocate work according to organisational requirements and operational plans. + Provide informal feedback and coaching to staff and also conduct formal structured feedback sessions as necessary and according to organisational policy. + Develop and monitor performance processes, and identify areas of under-performance. + Reinforce excellence in performance through recognition and continuous feedback.
Unit/s	<p>BSBTWK502 Manage team effectiveness</p> <p>BSBLDR522 Manage people performance</p> <p>BSBCMM412 Lead difficult conversations</p>

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Module Five: Relationships and Effective Communication

Overview	<p>Truly effective communication is a 360-degree process. These units teach participants how to manage professional relationships via effective communication.</p> <p>We explore how to clarify, question, explore, gain context, and collect and analyse information and ideas, so that when the time comes to communicate, you're in a position to be a factual, inspirational and collaborative leader. We also teach how to develop trust, maintain networks and relationships, and manage difficult situations into positive outcomes. Once you have the big picture, you can communicate and lead powerfully</p>
Duration	One day
Learning Outcomes	<p>Through this course participants will develop the skills and knowledge to:</p> <ul style="list-style-type: none"> + Identify required processes for workplace collaboration according to organisational policies and procedures. + Determine tone, structure, style of communication and presentation according to target audiences. + Develop professional communication skills, including the ability to participate in and lead meetings. + Identify communication requirements and learn to negotiate with stakeholders to achieve an agreed outcome. + Develop a culture wherein improvements to leadership style are continuously evaluated.
Unit/s	<p>BSBLDR523 Lead and manage effective workplace relationships</p> <p>BSBCMM511 Communicate with influence</p>

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Module Six: Finance and Risk

Overview	<p>Risk, in a business context, is anything that offers uncertainty, or impacts an organisation's ability to operate, reach targets, and generate revenue. Risk is broad, can be internal or external, and needs to be managed, reduced, or accepted.</p> <p>Participants will learn the scope of risk, how to spot it, how to analyse it, and then - critically - how to treat and resolve it. This workshop focuses on these risk elements and how they can be resolved in the workplace.</p>
Duration	One day
Learning Outcomes	<p>Through this module participants will develop the skills and knowledge to:</p> <ul style="list-style-type: none"> + Identify and analyse risks. + Create strategies and treatments to mitigate known risk factors. + Communicate the risk decisions, policies, and procedures effectively to the workforce on an ongoing basis. + Establish a budget framework including objectives, outcomes, and organisational policies. + Comprehensively prepare a budget including defining cash, expenditure, and revenue items, and factor in Key Performance Indicators (KPIs) and seasonal operating
Unit/s	<p>BSBOPS504 Manage business risk</p> <p>BSBFIN501 Manage budgets and financial plans</p>