

Unified NZDip Business (Level 5)

Programme Details

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1. Kupu Whakataki | Introduction

1.1 Te Pūkenga

Our identity is inspired by the base of the harakeke.
The strongest part, from where all threads meet and grow.

Because while we are all separate strands,
we are stronger together.

Here, we share perspectives to exchange
knowledge and skills.

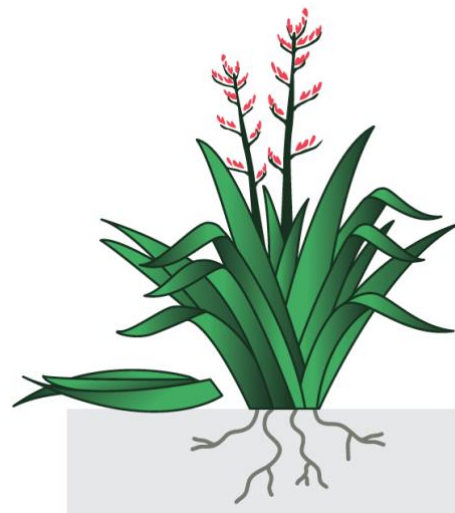
We treat learning and teaching as one, weaving together
our collective past for a thriving tomorrow.

Nāu te rourou, nāku te rourou.

We draw our strength from this place –
and we use it to support and lift each other up.

This is the base, from where we grow and flourish.

This is Te Pūkenga



Tō Mātou Tirohanga Roa | Our Vision

Whakairohia he toki, tāraia te anamata | Learning with purpose, creating our futures.

The most well used and highly prized tool of the pre-European Māori world was the toki or the adze. This implement was used to fashion waka, build houses, fell trees and even create other tools. So prized was the toki that there are many Māori proverbs that speak of its application and people who were seen as proficient in various activities were called ‘toki’. The notion of toki aligns with the name Te Pūkenga which also means to be proficient or skilled in particular roles.

By including the word whakairohia in the first part of the sentence, this phrase is encouraging people to upskill themselves, or equip themselves with the relevant tool. The second part of the phrase is about the future. The word tāraia means to fashion, shape or sculpt and anamata is the future. Therefore, the phrase as a whole is about encouraging people to prepare themselves with a skillset that will help us all to shape the future.

Tō Mātou Pūtake | Our Purpose

E tuku ana e Te Pūkenga ngā huarahi mātauranga hiranga, tino kounga hoki hei tautoko i ngā ākongā, ngā kaitukumahi me ngā hapori ki te whiwhi i ngā pūkenga, mōhiotanga, āheinga hoki kei te hiahia e Aotearoa i āiane, mō āpōpō hoki. Noho ai ngā ākongā me ō rātou whānau hei pūtake mō ā mātou mahi katoa.

Te Pūkenga provides excellent and quality education opportunities that support learners, employers and communities gain the skills, knowledge, and capabilities Aotearoa needs now and for the future. Learners and their whānau are at the centre of all we do.

**Manawa nui | We reach out
and welcome in**

Manawa nui describes a
person or group’s behaviours

**Manawa roa | We learn and
achieve together**

Manawa roa describes a
person or group’s behaviours

**Manawa ora | We strengthen
and grow the whole person**

Manawa ora describes a
person or group’s behaviours

that embody manaakitanga, humility, patience, respect, tolerance and compassion.

What is manawa nui?

- We actively seek diversity knowing this supports equitable decision making and outcomes.
- We welcome everyone. Your unique worldview makes us who we are.
- We care about each other, demonstrate manaakitanga and gratitude, and create safe spaces where people feel comfortable contributing and sharing.
- We seek the expertise of others, recognising we are part of a bigger picture.
- We call out behaviours that go against our values.

What it isn't

- being negative or critical of others
- close mindedness, shutting down ideas without discussing them or ignoring the diverse views of others
- avoiding tough issues because they are difficult or uncomfortable.

that embody staying power, resilience, fortitude, grit and doing what needs to be done to achieve the collective goal.

What is manawa roa?

- We embrace opportunities to try new things and learn from our mistakes.
- We work together, always striving for better.
- We are about progress, not perfection.
- We participate proactively and seek input from others.
- We provide feedback that is honest, constructive and respectful, in order to elevate each other's greatness.

What it isn't

- doing things the same way they've always been done
- focusing on winning the argument
- making excuses or blaming others when something doesn't go right
- working in silos or in isolation of others or other teams
- holding back delivery for the perfect solution or waiting for consensus to make decisions.

that embody breathing life into all aspects of another life form.

What is manawa ora?

- We remove barriers and acknowledge the needs of others and their wellbeing.
- We empower people to give their best and recognise their unique contributions.
- We encourage initiative and contribution at all levels.
- We are generous with our time and expertise, and we look for opportunities to learn from others.
- We are transparent and open about decisions, and we support the decisions of others.

What it isn't

- putting others in situations where they feel unsafe or uncomfortable
- accepting mediocracy or reluctance to stretch ourselves
- going back on our commitments to contribute to mahi or support others
- relinquishing responsibility for the things we are tasked with
- withholding support or undermining decisions.

Ā Mātou Whāinga Tōmua | Our Priorities

We have five educational priorities. They support us to meet our legislative requirements, and will guide our work over the next few years:

E rima ā mātou whāinga tōmua. Hei mea tautoko i a mātou ki te whakatutuki i ō mātou ritenga ā-ture, hei ārahi hoki i ā mātou mahi hei ngā tau tata kei te tū mai:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. A relentless focus on equity and ensuring participation - we honour and uphold Te Tiriti o Waitangi in all we do. 2. Delivering customised learning approaches that meet the needs of learners and trainees wherever they are. 3. Using our size and scale to strengthen the quality and range of education delivery throughout Aotearoa. Excellence in educational provision for all. 4. Services that meet the specific regional needs of employers and communities. 5. Transition educational services in a smooth and efficient manner. | <ol style="list-style-type: none"> 1. Kia mau kia arotahi ki te mana ōrite me te whai wāhitanga - ka whakamana, ka hāpai hoki mātou i Te Tiriti o Waitangi i roto i ā mātou mahi katoa 2. Te tuku whakaakoranga e tutuki tonu ai ngā matea o ngā ākonga me ngā taura ahakoa kei hea 3. Te whakarite mā tō mātou rahi, tō mātou whānui hoki hei whakakaha i te whānuitanga o te tuku mātauranga puta noa i Aotearoa. Te hiranga o te tuku mātauranga mō te katoa. 4. He ratonga e rite ana ki ngā hiahia motuhake o ngā kaitukumahi me ngā hapori 5. Te whakawhiti ratonga mātauranga kia ngāwari, kia tika ake hoki te whakahaere |
|--|--|

1.2 Unification of Programmes

Te Pūkenga academic delivery innovation strategic direction is aimed at establishing a coherent portfolio of programmes that will support learners, employers and industry to make informed decisions about future study and employment, and achieve a sustainable network of ongoing delivery.

Our strategy is informed by a number of key policy and legislative statements, including the functions and [Charter of Te Pūkenga](#).

The unification process has been designed to employ a collaborative approach to redevelopment that will ensure the programme design meets Te Pūkenga Programme Development Excellence Framework, Whiria Te Pūkenga (Mātauranga Māori Framework), and can be delivered in line with Te Pūkenga Ako Framework.

The main goals of unification are:

- To work with providers within Te Pūkenga network to establish a single unifying programme from among those that already exists, with minor updates to be made to ensure the unified programme works for all (for example, all modes of delivery)¹.
- To develop in the context of a suite of programmes, rather than as isolated programmes, to ensure effective and streamlined learner pathways are maintained or enhanced.

In most cases the initial approach to unification is by **transition** to an agreed existing programme which will undergo minor changes to ensure that it is fit for purpose for continued delivery in a range of regions and delivery modes. Once existing providers have transitioned to a unified programme, a collaborative redevelopment approach to further improve the programme will be undertaken according to a scheduled programme of review over a five year period.

¹ All transition work will move us towards and occur with the future state of national curricula and skills standards in mind

In some cases a programme **transformation** development may be triggered. This involves a collaborative redevelopment of a new unifying programme for the network that works for all (e.g., includes all delivery modes). Transformation projects may be required according to the following:

- a significant change in a qualification (version change or replacement at levels 1 – 6 on the NZQF) that requires a new programme of study
- changes made by standards setting bodies which require a redevelopment of a programme leading to a qualification
- consolidation of multiple degree level qualifications into a single unified qualification and programme of learning
- an urgent need to redevelop a programme because of identified success and equity issues in the current offerings.

1.3 A Unified New Zealand Diploma in Business (Level 5)

The proposed unified New Zealand Diploma in Business (Level 5) has been collaboratively designed as a result of changes made to the qualification by NZQA in August 2020. The qualification version was changed from Version 2 to Version 3. The main changes made to the qualification were:

- The requirement for a *real or realistic* context for programmes and assessment was reinterpreted to enable programmes to more flexibly meet the requirement.
- Outcomes for People, Cognitive, and Affective skills, and for Business environment were replaced by a new general condition, requiring such skills to be embedded as relevant across all the graduate profile outcomes.
- Changes to individual outcomes were made to clarify the intention, there were no changes of substance made.
- Credits were allocated to individual graduate profile outcomes.
- The evidence requirements for assuring consistency were updated.

The last date for assessments to take place for Version 2 was set as 31 December 2022.

As a result of these changes, Te Pūkenga has collaborated with its subsidiary partners who currently deliver the New Zealand Diploma in Business (Level 5) to **transition** to a new unified programme which has been designed to meet the requirements of the updated qualification. The new version of the NZ Diploma in Business (Level 5) will be offered from the beginning of 2023. Transition arrangements will be designed to ensure that learners who have not completed by December 2022 can transfer their learning to the new programme. It is anticipated that no existing learners will be disadvantaged by these transition arrangements.

This programme development enables all learners to enjoy the benefits of a unified programme that meets the requirements of the functions and [Charter of Te Pūkenga](#).

2. Whakarāpopoto Hōtaka | Programme Summary

2.1 Taipitopito Hōtaka | Programme Details

	NZQA Reference No.	Version No.	Credits	Level
New Zealand Diploma in Business (Level 5)	<i>TBA</i>	<i>TBA</i>	120	5
with strands in Accounting; Administration and Technology; Human Resource Management; Leadership and Management; Marketing and Sales; and Project Management.				
which leads to the award of the following qualification(s)				
New Zealand Diploma in Business (Level 5)	2459	3	120	5
with strands in Accounting; Administration and Technology; Human Resource Management; Leadership and Management; Marketing and Sales; and Project Management.				
NZSCED	080301 Management and Commerce>Business and Management>Business Management			
Qualification Developer	Ringa Hora Services Workforce Development Council			
Next Review	31/08/2025			
Next Planned Consistency Review	2022			

Strategic purpose

The purpose of this qualification is to provide Aotearoa New Zealand with people who have business knowledge and skills that can be applied in a range of operational business contexts.

Graduates will be able to contribute to the achievement of business operational objectives, through the application of knowledge and skills, in an ethical and inclusive manner, in accordance with ngā kaupapa o te Tiriti o Waitangi (the principles of the Treaty of Waitangi), and in a multi-cultural environment.

The qualification includes strands that allow graduates to apply knowledge and skills in a range of specialised business operational contexts. Some strands can lead to further credentialing by professional bodies.

Graduate profile

Graduates of this qualification will be able to:

- 1 Analyse the operational impact of internal and external environments on a business entity to inform decision-making.
- 2 Apply broad knowledge of the principles and current practices of operations, accounting, marketing/sales, human resources, and risk management, to support the performance of a business entity.
- 3 Contribute operationally to innovation and organisational change in a business entity.
- 4 Develop and maintain operational business relationships with stakeholders to support the performance of a business entity.
- 5 Apply knowledge of te Tiriti o Waitangi to analyse how the resulting bi-cultural partnership can be applied to operational business activities and relationships.
- 6 Apply professional and ethical practices with integrity, in accordance with the operational environmental, social and cultural requirements of the context, and apply personal and interpersonal skills to contribute to the achievement of business operational objectives.

Graduates of the **Accounting strand** will also be able to:

- 7 Record and process a wide range of financial transactions, including the use of appropriate dedicated accounting software.
- 8 Apply tax rules for individuals and small businesses to ensure compliance.
- 9 Apply accounting concepts and standards to prepare financial statements and reports.

- 10 Interpret and communicate financial and non-financial information to a variety of internal and external stakeholders to assist them in making decisions.
- 11 Prepare and communicate budgets to internal stakeholders and monitor the business's performance against them.
- 12 Evaluate financial and business risk of an entity and identify the internal controls that could be applied to minimise or mitigate the risk.
- 13 Act in accordance with the accounting profession's Code of Ethics.

Graduates of the **Administration and Technology strand** will also be able to:

- 14 Manage business administration functions, operations, and/or projects, to support the entity's operational goals.
- 15 Select, apply and support a broad range of current and emerging business technologies to enhance the entity's performance.
- 16 Manage and evaluate administrative systems and processes and recommend improvements.

Graduates of the **Human Resource Management strand** will also be able to:

- 17 Apply knowledge of the principles and practices of HR functions for recruitment, development, performance management, and health and safety within an entity.
- 18 Adapt to changes in given organisational context/s with effective HR strategies.
- 19 Communicate effectively with stakeholders to provide HR-specific information and advice within a recognised industry ethical framework.

Graduates of the **Leadership and Management strand** will also be able to:

- 20 Identify operational issues and challenges and apply techniques for continuous improvement to support the entity's performance.
- 21 Contribute to business planning to support the entity's performance.
- 22 Lead others to implement activities, including change processes, within the entity's plans to support its performance.
- 23 Manage projects within scope, resources, and time.
- 24 Develop strategies for a positive workplace culture and team engagement, to value diversity and to support the entity's performance.
- 25 Monitor compliance to meet internal and external requirements.

Graduates of the **Marketing and Sales strand** will also be able to:

- 26 Apply marketing and sales principles and processes, including consideration of the role of the entity's brand.
- 27 Advise management on existing and emerging marketing and sales issues, based on secondary research.
- 28 Use existing technology, and show awareness of emerging technology, in a range of marketing contexts and/or delivery platforms.
- 29 Communicate persuasively and purposefully, using buyer decision-making process and negotiation, with customers and prospects to achieve marketing and sales outcomes.
- 30 Apply self-management and interpersonal skills for effective relationship management.

Graduates of the **Project Management strand** will also be able to:

- 31 Manage projects through their entire life cycle using project management knowledge, tools, and techniques.
- 32 Manage stakeholder engagement through the project life cycle.

Education pathway

This qualification may build on from:

- New Zealand Certificate in Business (Administration and Technology) (Level 4) [Ref: 2461]
- New Zealand Certificate in Business (Accounting Support Services) (Level 4) [Ref: 2455]
- New Zealand Certificate in Business (Small Business) (Level 4) [Ref: 2457]
- New Zealand Certificate in Business (First Line Management) (Level 4) [Ref: 2456]
- New Zealand Certificate in Project Management (Level 4) [Ref: 2462].

This qualification may lead to:

- New Zealand Diploma in Business (Level 6) with strands in Accounting, Administration and Technology, Human Resource Management, Leadership and Management, Māori Business and Management, Marketing and Sales, and Real Estate [Ref: 2460]
- relevant business qualifications at Level 6 or above
- relevant industry or professional qualifications at Level 6 or above.

Achievement of this qualification with the Accounting strand may equip graduates to meet the academic entry requirements for Chartered Accountants Australia and New Zealand's Accounting Technician (AT) College. Graduates of the Accounting strand may also seek credit recognition towards the Te Pūkenga Bachelor of Professional Accounting (L7, 360cr).

Achievement of this qualification with the Administration and Technology strand may equip graduates towards certification by the Association of Administrative Professionals New Zealand's (AAPNZ).

Achievement of this qualification with the Project Management strand may equip graduates towards credentials from the Project Management Institute and other professional bodies in Project Management.

Employment, Cultural, Community Pathway

Graduates of this qualification with the Accounting strand will be able to apply in- depth accounting and finance knowledge and skills to inform operational business decisions in a variety of business entities in accounting and business roles. Graduates may also be able to contribute to community groups in volunteer accounting functions.

Graduates of the Administration and Technology strand may be employed in a wide range of administration roles in a variety of sectors. Graduates may also be able to contribute to community groups.

Graduates of the Human Resource Management strand may be employed in a variety of business entities in entry-level Human Resource roles or in management roles.

Graduates of the Leadership and Management strand may be employed in a managerial/leadership operational role within New Zealand business entities.

Graduates of the Marketing and Sales strand may be employed in marketing and sales entry-level roles in a variety of business entities. Graduates may also be able to contribute to community groups in volunteer marketing and sales functions.

Graduates of the Project Management strand may be employed as project managers in a variety of business entities. Graduates may also be able to contribute to community groups in volunteer project management roles.

General conditions for programme

Programme delivery and all assessment must be conducted in real business context(s) or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand.

A business entity can be an organisation, or a commercial or other enterprise, not necessarily for profit, a community organisation, and can be a discretely managed business unit within a larger organisation.

Social and cultural relates to ngā kaupapa o te Tiriti o Waitangi and multi- culturalism in Aotearoa New Zealand, in the context of this qualification.

Additional guidance and recommendations for programme development can be found on the NZQA website at www.nzqa.govt.nz/qualifications-standards/qualifications/business-qualifications/.

Version Information

Version 3 of this qualification was published in August 2020 following scheduled review. Please refer to [Qualifications and Assessment Standards Approvals](#) for further information.

The last date for assessments to take place for version 2 of this qualification is 31 December 2022.

It is anticipated that no existing candidates will be disadvantaged by these transition arrangements. However, anyone who feels that they have been disadvantaged may appeal to NZQA National Qualifications Services. Appeals will be considered on a case-by-case basis.

2.2 Whakakaupapa | Coherence

Programme development follows the principles of constructive alignment. The graduate profile of the qualification to which the programme leads, the course learning outcomes and the assessment plan are generated in this way, underpinned by learning design principles and quality standards. The approach is learner-centred and considers transportability of learning and pathways for the learner within and across programmes of study.

A learning design framework also provides a coherent framework for the sourcing or development of assessments and appropriate learning activities/resources to achieve the outcomes. The process draws on appropriate pedagogical and discipline expertise, as well as ensuring compliance with quality assurance and regulatory body requirements. There is an emphasis on the assessments providing evidence of meeting the learning outcomes and graduate profile.

Coherence is provided through the alignment of course learning outcomes, assessment planning and graduate profile described in the [Appendix](#) of this document.

2.3 Whakatakotoranga | Structure

This Programme is structured to achieve the qualification outcomes. Its approaches to learning, teaching and assessment are embedded in components (courses) which are designed to form a coherent programme that demonstrates progression and integration of learning and assessment throughout, to meet the strategic purpose statement, outcome statement, and the level and credit value of the qualification.

Learners undertake four 15 credit courses that are core to the programme (60 credits) and four 15 credit courses that are specific to their chosen strand (60 credits) to a total of 120 credits as described in the tables below:

Table 1: Credit Requirements for New Zealand Diploma in Business (Level 5)

Level	Core Credits	Strand Credits	Total Credits
5	60	60	120
			120

Table 2: New Zealand Diploma in Business (Level 5) - course details

All courses are compulsory.

Course No	Course Name	Credits	Requisites
Level 5 Core courses			
BS5001	Organisations in an Aotearoa New Zealand Context	15	
BS5002	Business Environments	15	
BS5003	Business Functions	15	
BS5004	Change and Innovation	15	
And four compulsory courses from ONE of the following strands			
Accounting Strand			
AC5101	Introduction to Accounting and Taxation	15	
AC5102	Applied Accounting	15	

AC5103	Analysis of Financial Information	15	
AC5104	Budgets for Planning and Control	15	
Administration and Technology Strand			
BS5201	Administration Systems and Processes	15	
BS5202	Advanced Business Information	15	
BS5203	Applied Business Technologies	15	
BS5204	Office Management	15	
Human Resource Management Strand			
BS5301	Introduction to Human Resources	15	
BS5302	People and Development	15	
BS5303	Introduction to Health, Safety and Wellbeing	15	
BS5304	Change and HR Initiatives	15	
Leadership and Management Strand			
BS5401	Introduction to Leadership	15	
BS5402	Operations Management and Compliance	15	
BS5403	Business planning	15	
BS5404	Managing projects	15	
Marketing and Sales Strand			
BS5501	Introduction to Marketing	15	
BS5502	Buyer Behaviour	15	
BS5503	Introduction to Digital Marketing	15	
BS5504	Sales and Relationship Management	15	
Project Management Strand			
BS5601	Project Management Principles	15	
BS5602	Project Management Methodologies	15	
BS5603	Project Management Tools	15	
BS5604	Applied Project Management	15	BS5601 & BS5603

3. Akoranga | Courses

Courses in this programme have been designed using a constructive alignment approach with clear links between the graduate profile outcomes of the qualification, the course learning outcomes and learning activities and the assessment plan.

Course learning outcomes in this programme:

- are consistent with the programme aims;
- demonstrate how learners will achieve the graduate profile;
- are clear and specified for each component of the programme;
- are measurable and achievable;
- are integrated to provide a balanced and logical programme;
- are presented in a logical, progressive way that demonstrates learners' development of knowledge, skills, and attitudes.

The following Course Summaries provide an overview of the content and structure of each course in the programme.

Learning and teaching activities and assessment approaches described in the course summaries are contextualised to the requirements of each regional learning and teaching delivery hub.

Alignment of course learning outcomes, assessment planning and graduate profile is described in the [Appendix](#) of this document.

3.1 Core Courses

ORGANISATIONS IN AN AOTEAROA NEW ZEALAND CONTEXT					
Course code:	BS5001	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	All				
Requisites:	NIL				
Other programmes:	Bachelor of Accounting (Level 7)			Compulsory	
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to analyse business entities in an Aotearoa New Zealand context.

Learning Outcomes

At the successful completion of this course, learners will be able to:

		<i>Graduate Outcomes/ Professional Standards</i>
1.	Discuss the nature of business entities in Aotearoa New Zealand.	GPO 3, 4, 5
2.	Analyse how bi-cultural partnerships can influence operational business activities and relationships in Aotearoa New Zealand.	GPO 2, 5 PCA 1, 2, 3
3.	Communicate effectively in professional contexts.	GPO 6 PCA 2, 3
4.	Maintain professional and ethical stakeholder relationships in a socially and culturally appropriate manner.	GPO 4, 6 PCA 1, 2, 3, 4

Indicative Content

LO1	<ul style="list-style-type: none"> Types of business entities in Aotearoa New Zealand including Māori entities Internal and external business stakeholders in Aotearoa New Zealand Management theories, including roles and responsibilities of management and leadership in Aotearoa New Zealand organisations
LO2	<ul style="list-style-type: none"> Bicultural partnership (as embedded in ngā kaupapa o te Tiriti o Waitangi, the principles of the Treaty of Waitangi) Multicultural considerations in contemporary business environments Developing effective relationships Organisational culture Business objectives and operational activities
LO3	<ul style="list-style-type: none"> Professional communication: <ul style="list-style-type: none"> effective business communication suitable for the Aotearoa New Zealand context including Tikanga personal and interpersonal skills to support communication in formal and informal business situations respect for individuals and diversity, social conventions and institutions
LO4	<ul style="list-style-type: none"> Environmental, community and sustainability expectations Ethical frameworks Effective stakeholder relationship management Socially and culturally appropriate conduct

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

BUSINESS ENVIRONMENTS

Course code:	BS5002	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	All				
Requisites:	NIL				
Other programmes:	Bachelor of Accounting (Level 7)			Compulsory	
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours: A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to analyse and manage the impact of environmental influences on a business entity.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Analyse the potential operational impacts of internal environmental influences on a business entity.	GPO 1, 4
2.	Analyse the potential operational impacts of external environmental influences on a business entity.	GPO 1, 4
3.	Identify and evaluate environmental data to manage risk to support the performance of a business entity.	GPO 1, 2, 4 PCA 1

Indicative Content

LO1	<ul style="list-style-type: none"> • Internal environment: SWOT • Systems: <ul style="list-style-type: none"> ○ structure ○ resources ○ organisational culture ○ stakeholder analysis and management • business sustainability
LO2	<ul style="list-style-type: none"> • External environment <ul style="list-style-type: none"> ○ Micro (customers, competitors, suppliers) ○ Macro (PESTEL) • Sustainability considerations
LO3	<ul style="list-style-type: none"> • Identifying internal and external environmental data • Validating environmental data • Defining and assessing risk • Risk management

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

BUSINESS FUNCTIONS

<i>Course code:</i>	BS5003	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	All				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>	Bachelor of Accounting (Level 7)			Compulsory	
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop knowledge, skills, and competencies relevant to the core business functions of accounting, operations, human resource management, marketing and sales.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Apply principles and practices of operations to support business performance.	GPO 2
2.	Apply principles and practices of human resource management to support business performance.	GPO 2
3.	Apply principles and practices of marketing and sales to support business performance.	GPO 2
4.	Apply principles and practices of accounting to support business performance.	GPO 2

Indicative Content

LO1	<ul style="list-style-type: none"> • Operations to support business performance, including: <ul style="list-style-type: none"> ○ role of operations for organisations ○ operational management areas ○ processes and productivity ○ break even analysis ○ productivity definition & calculations
LO2	<ul style="list-style-type: none"> • HR to support business performance, including: <ul style="list-style-type: none"> ○ role of human resource management for organisations ○ transactional and transformational HR ○ recruitment to exit
LO3	<ul style="list-style-type: none"> • Marketing and sales to support business performance, including: <ul style="list-style-type: none"> ○ role of marketing and sales for organisations ○ the marketing concept ○ value proposition ○ the marketing mix
LO4	<ul style="list-style-type: none"> • Accounting concepts and processes to support business performance, including: <ul style="list-style-type: none"> ○ role of accounting for organisations ○ accounting Equation ○ statements of financial position and financial performance, budgets and cashflow forecasts ○ variance and ratios ○ ESG

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

CHANGE AND INNOVATION

<i>Course code:</i>	BS5004	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	All				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>	Bachelor of Accounting (Level 7)			Compulsory	
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to contribute to organisational change and innovation.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Describe the practices and processes of organisational change and innovation.	GPO 3, 4
2.	Analyse how organisational change and innovation can contribute to enhanced business performance.	GPO 2, 3 PCA 3
3.	Analyse personal and interpersonal skills that contribute to organisational change and innovation.	GPO 3, 4, 6 PCA 2

Indicative Content

LO1	<ul style="list-style-type: none"> Organisational structures Organisational change including assessing the need for change, deciding on the change(s) to make, implementing change and evaluating change Innovation including sources and nature of innovation, and stimulating organisational innovation Models and theories for organisational change Frameworks that support innovation Stakeholder engagement and relationships in organisational change and innovation, including internal and external stakeholders
LO2	<ul style="list-style-type: none"> Evaluating business performance Impacts of change on business objectives Impacts of innovation on business objectives
LO3	<ul style="list-style-type: none"> Personal skills including attributes, abilities, and technical skills Interpersonal skills including leadership, relationship building, team building, negotiation, assertiveness, persuasion

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

3.2 Accounting Strand Courses

INTRODUCTION TO ACCOUNTING AND TAXATION					
Course code:	AC5101	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Accounting Strand				
Requisites:	NIL				
Other programmes:	Bachelor of Accounting (Level 7)			Compulsory	
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to apply accounting concepts, standards, processes, and tax rules to prepare financial statements.

Learning Outcomes

At the successful completion of this course, learners will be able to:

Graduate Outcomes/ Professional Standards

1.	Apply accounting concepts and standards to prepare financial statements.	GPO 9 TCA 1
2.	Process end of period/balance day adjustments.	GPO 7 TCA 1
3.	Apply tax rules for individuals and small businesses.	GPO 8 TCA 9

Indicative Content

LO1	<ul style="list-style-type: none"> Accounting concepts including: <ul style="list-style-type: none"> accounting entity; accrual accounting; going concern; periodic reporting; historic cost; qualitative characteristics the role of accounting standards
LO2	<ul style="list-style-type: none"> Balance day adjustments including: <ul style="list-style-type: none"> prepayments; accrued income; income received in advance; accrued expense; depreciation (NZIAS16) Financial statements including: statement of financial performance; statement of financial position;; statement of changes in equity; cash flow statement NZIAS1 & NZIAS2 financial reporting requirements for Māori business (Māori Land Act)
LO3	<ul style="list-style-type: none"> Individuals: <ul style="list-style-type: none"> Working for Families; student loans; tax credits; individual tax calculations and returns; Kiwi Saver scheme Small businesses: <ul style="list-style-type: none"> common types of taxable income and deductions GST calculations; employer obligations and calculations – PAYE, scheduler payments, Kiwi Saver scheme employee and independent contractor; payment and due date of taxes; hobby versus business tests

NOTES - Section references to legislation are not necessary for this course.

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence (A minimum of 50% of the portfolio assessment activities will be controlled (supervised/observed))	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

APPLIED ACCOUNTING

Course code:	AC5102	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Accounting Strand				
Requisites:	NIL				
Other programmes:	Bachelor of Accounting (Level 7)			Compulsory	
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours: A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills and competencies to record and process a range of financial transactions.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Process transactions to the trial balance stage for a business entity.	GPO 7 TCA 1
2.	Process transactions for a business entity using accounting software.	GPO 7 TCA 1
3.	Apply tax rules to transactions for a business entity.	GPO 8 TCA 9

Indicative Content

- LO1
- Accounting processes include:
 - double entry accounting
 - perpetual and periodic inventory
 - journals
 - general ledger
 - subsidiary ledger - including reconciliation - receivables and payables
 - sole trader, partnerships and straight forward corporate/company accounts
-
- LO2
- Accounting processes for software include:
 - chart of Accounts
 - general, cash, sales and purchases journals
 - general ledger
 - subsidiary systems – receivables, payables, and inventory
 - trial balance
 - financial statements – statement of financial performance, statement of financial position
-
- LO3
- Tax rules include:
 - GST collected and paid
 - GST reports and adjustments
 - other relevant tax

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
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Portfolio of evidence (A minimum of 50% of the portfolio assessment activities will be controlled (supervised/observed))	100%	All	50% required
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The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

ANALYSIS OF FINANCIAL INFORMATION

<i>Course code:</i>	AC5103	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Accounting Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>	Bachelor of Accounting (Level 7)			Compulsory	
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills and competencies to calculate, analyse and interpret financial information to inform decision making for a business entity.

Learning Outcomes

At the successful completion of this course, learners will be able to:

Graduate Outcomes/ Professional Standards

1.	Calculate ratios and analyse financial performance for a business entity.	GPO 10 TCA 2
2.	Analyse and interpret financial and non-financial information to inform decision-making.	GPO 10 TCA 2 PCA 2
3.	Analyse the impact of complex transactions on financial statements.	GPO 7 TCA 1, 2
4.	Apply the accounting profession's Code of Ethics to given situations.	GPO 13 PCA 4

Indicative Content

LO1	<ul style="list-style-type: none"> Purpose and users of financial analysis, limitations / assumptions Calculation of financial ratios
LO2	<ul style="list-style-type: none"> Analysis and interpretation of financial ratios and financial information to inform decision making: <ul style="list-style-type: none"> profitability; liquidity; asset utilisation; stability; investor Analysis and interpretation of Environmental, Social, and Corporate Governance (ESG) information Formulate recommendations Communication of financial and non-financial information to internal and external stakeholders
LO3	<ul style="list-style-type: none"> Complex transactions may include: <ul style="list-style-type: none"> depreciation; doubtful debts; bad debts; inventory; disposal of assets
LO4	<ul style="list-style-type: none"> Code of ethics to include: <ul style="list-style-type: none"> ethical decision-making model; integrity; objectivity; professional competence and due care; confidentiality; professional behaviour

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
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Portfolio of evidence (A minimum of 50% of the portfolio assessment activities will be controlled (supervised/observed))	100%	All	50% required
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The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

BUDGETS FOR PLANNING AND CONTROL

<i>Course code:</i>	AC5104	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Accounting Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>	Bachelor of Accounting (Level 7)			Compulsory	
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to prepare and use budgets to monitor performance and determine internal controls to minimise risk for a business entity.

Learning Outcomes

At the successful completion of this course, learners will be able to:

Graduate Outcomes/ Professional Standards

1.	Prepare and monitor budgets for internal stakeholders.	GPO 11 TCA 7
2.	Communicate budget and performance monitoring information to internal stakeholders.	GPO 11 TCA 7
3.	Evaluate internal controls and financial and business risks of an entity to determine relevant actions to minimise or mitigate risk	GPO 12 TCA 11

Indicative Content

-
- | | |
|-----|--|
| LO1 | <ul style="list-style-type: none"> • Purpose and limitations of budgets – planning, control and behaviour • Preparation of budgets using spreadsheets –including but not limited to: <ul style="list-style-type: none"> ○ sales budget; cash budget; income statement; balance sheet • Sensitivity analysis - what if scenario • Flexible budgets: <ul style="list-style-type: none"> ○ reforecasting; variance analysis |
| LO2 | <ul style="list-style-type: none"> • Variance reports – evaluation, corrective action • Static budgets • Flexible budgets • Interpreting and communicating results |
| LO3 | <ul style="list-style-type: none"> • The function of internal controls • Functions and types of internal controls • Testing internal controls and limitations of internal controls • Determining actions and internal controls to minimise or mitigate risk • Risk management • Identification and measurement of risks • Preparing a basic disaster recovery plan • Computerised accounting systems – cyber security, cloud accounting • |
-

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence (A minimum of 50% of the portfolio assessment activities will be controlled (supervised/observed))	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

3.3 Administration and Technology Strand Courses

ADMINISTRATION SYSTEMS AND PROCESSES					
Course code:	BS5201	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Administration and Technology Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours: A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to evaluate administration systems and processes to inform improvements.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Describe administration systems and processes for business entities.	GPO16
2.	Analyse administration systems and processes to inform decision making.	GPO16
3.	Recommend improvements to manage administration systems and processes.	GPO16

Indicative Content

LO1	<ul style="list-style-type: none"> Administration systems, processes, and workflows analysis Administration systems and processes documentation Internal policies, procedures and legislation relating to administration systems and processes
LO2	<ul style="list-style-type: none"> Current and future state processes analysis Process management and software Problem solving to improve operation and inform decision making
LO3	<ul style="list-style-type: none"> Factors influencing process design and improvements

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

ADVANCED BUSINESS INFORMATION

<i>Course code:</i>	BS5202	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Administration and Technology Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>					
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to produce business information to support administration functions and operations in business entities.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Describe how business information is used within administration functions and operations of business entities.	GPO14
2.	Analyse communication methods used to produce business information.	GPO14
3.	Produce business information to support administration functions and operations of business entities.	GPO14

Indicative Content

LO1	<ul style="list-style-type: none"> Types and use of administration and operational business information Current business information and support User documentation
LO2	<ul style="list-style-type: none"> Business information communication methods and/or systems analysis Production of supporting business information and documentation
LO3	<ul style="list-style-type: none"> Produce business information; may include: <ul style="list-style-type: none"> documents such as: reports, presentations, websites, financial reports, spreadsheets, advanced documents, dashboards, surveys, metrics production using software and digital application tools Formatting and proofreading for accuracy

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

APPLIED BUSINESS TECHNOLOGIES

Course code:	BS5203	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Administration and Technology Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours: A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to support the use of technologies in a business entity.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Describe the role of business technologies within business entities.	GPO15
2.	Analyse current and emerging business technologies.	GPO15
3.	Recommend business technology to meet the needs of business entities.	GPO15

Indicative Content

LO1	<ul style="list-style-type: none"> Business technology in a business entity context Business technology systems
LO2	<ul style="list-style-type: none"> Current and emerging business technologies analysis Business technologies regarding innovation and change within a business entity Business technologies and operational efficiency and effectiveness
LO3	<ul style="list-style-type: none"> Needs analysis Evaluation of business technologies Communicating recommendations

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

OFFICE MANAGEMENT

Course code:	BS5204	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Administration and Technology Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to manage business administration functions and operations to support business entities.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Define the role and responsibilities of an office manager in a business entity.	GPO14
2.	Analyse how administration functions, operations, and/or projects support operational goals.	GPO14
3.	Plan administration functions, operations, and/or projects that support operational goals.	GPO14

Indicative Content

LO1	<ul style="list-style-type: none"> Role and responsibilities of an office manager Office management and team leadership
LO2	<ul style="list-style-type: none"> Administration functions, operations, and projects Office operational efficiency and effectiveness analysis Operational goals Supports strategy development and implementation
LO3	<ul style="list-style-type: none"> Administration planning; may include: <ul style="list-style-type: none"> project planning and coordinating tools and techniques time management and project management techniques contingency planning and logistical arrangements

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

3.4 Human Resource Management Strand Courses

INTRODUCTION TO HUMAN RESOURCES					
Course code:	BS5301	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Human Resource Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to demonstrate the principles, practices, and processes of key Human Resource (HR) functions.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Apply key HR functions within Aotearoa New Zealand organisations.	GPO 17
2.	Apply legal and ethical frameworks to ensure the effective application of HR functions.	GPO 17, 19
3.	Analyse the impact of contemporary HR technologies to key HR functions within Aotearoa New Zealand organisations.	GPO 17

Indicative Content

LO1	<ul style="list-style-type: none"> Overview HR industry, role and functions (HRNZ competency framework - Kahikatea Ka Taea) Workforce planning and organisational strategy Kaupapa Māori approach to HR Job analysis Recruitment Selection, testing and interviewing for the contemporary workplace Rewards and remuneration Onboarding and induction
LO2	<ul style="list-style-type: none"> Employment Legislation Ethical practices in HR Recruitment Selection, testing and interviewing for the contemporary workplace Current challenges for HR E.g., Agile HR, Human Centred Design, Employee Experience, People Analytics, Disruptive HR thinking & practice, Green HR
LO3	<ul style="list-style-type: none"> Contemporary Technologies in all HR functions including use of Human Resource Information Systems (HRIS) Analysis of impacts of contemporary HR technologies

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

PEOPLE AND DEVELOPMENT

<i>Course code:</i>	BS5302	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Human Resource Management Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>					
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to support people to achieve organisational objectives, by applying Human Resource strategies.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Apply HR strategies to support people to build capability.	GPO 17
2.	Apply HR strategies to support people performance.	GPO 17
3.	Apply communication skills in a variety of HR scenarios within a legal and ethical framework.	GPO 19

Indicative Content

LO1	<ul style="list-style-type: none"> • Learning and development e.g. Kaupapa Māori • Building capability • Tangata Whakapapa– Embracing the wholeness of a person • HRNZ competency framework - Kahikatea Ka Taea • Career progression • Talent Management e.g., retention, employee value proposition and employee experience •
LO2	<ul style="list-style-type: none"> • Performance management • Introduction to high performing teams and the role of employee experience • Dealing with difficult people • Poor performance and disciplinary processes • Introduction to current Employment Legislation e.g., Privacy Act, Employment Relations Act, etc •
LO3	<ul style="list-style-type: none"> • Communication skills and strategies e.g., conflict resolution, problem solving, courageous conversations, giving advice, coaching, mentoring, and feedback • Ethical practices in all HR functions •

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

INTRODUCTION TO HEALTH, SAFETY AND WELLBEING

<i>Course code:</i>	BS5303	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Human Resource Management Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>					
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i>		150	
	A detailed breakdown of the learning hours for this course is located in delivery course documents				

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to apply health (hauora), safety and wellbeing policies and practices within Aotearoa New Zealand organisations.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Apply practices to enhance employee wellbeing and the work environment.	GPO 17, 19
2.	Evaluate health and safety policies, procedures, and practices against organisational effectiveness and legislation.	GPO 17, 19

Indicative Content

LO1	<ul style="list-style-type: none"> • Health & Safety and Wellbeing culture • Mauri Ora – creating wellbeing • Wellbeing models and practices • Māori health models • Employee wellness • Workplace diversity and inclusion • Impact on health, safety, and wellbeing from new ways of working • Ethical practices in health, safety and wellbeing
LO2	<ul style="list-style-type: none"> • Health and Safety legislation and WorkSafe NZ • Policy and procedure implementation • Risk management systems • Incident investigation • Preparedness for organisational disruption • Impact on health, safety, and wellbeing from new ways of working • Ethical practices in health, safety and wellbeing

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

CHANGE AND HUMAN RESOURCE INITIATIVES

Course code:	BS5304	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Human Resource Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours: A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to support people to organisational change with Human Resource (HR) initiatives.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Discuss the role of HR functions during organisational change.	GPO 17, 18
2.	Analyse the impact of proposed changes on stakeholders in given organisational contexts.	GPO 18, 19
3.	Evaluate strategies to support people during organisational change and other HR initiatives.	GPO 18

Indicative Content

- LO1
- The role of Human Resources to lead, influence and drive change
 - Redundancy & restructuring
 - External and internal environments and change
 - Contemporary HR theories, strategies, and practices
 - HR contribution to organisational design

- LO2
- HR's role in sustainability and Corporate Social Responsibility
 - External and internal environments and change
 - Impact of change on internal stakeholders
 - Ethical practices in all HR functions

- LO3
- Impact of organisational culture and values
 - HR's role in sustainability and Corporate Social Responsibility
 - People analytics to support HR Initiatives
 - Contemporary HR theories, strategies, and practices

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

3.5 Leadership and Management Strand Courses

INTRODUCTION TO LEADERSHIP					
Course code:	BS5401	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Leadership and Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies in leadership to promote diversity, positive workplace culture and organisational agility.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Explore the role leaders play in creating an inclusive work environment and a positive workplace culture.	GPO 24
2.	Evaluate leadership approaches that contribute to the successful performance of an organisation.	GPO 22
3.	Evaluate leadership approaches to implement effective organisational change.	GPO 22

Indicative Content

LO1	<ul style="list-style-type: none"> Defining organisational culture, workplace engagement and their contribution to organisational performance Leadership approaches to shape and enhance organisational culture How diversity benefits work teams and organisations Strategies to promote diversity within organisations Effective communication for leaders
LO2	<ul style="list-style-type: none"> Concept of leadership Leadership approaches and styles Leadership and its influence on success within an organisation
LO3	<ul style="list-style-type: none"> Organisational agility Nature and complexity of leading change

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

OPERATIONS MANAGEMENT AND COMPLIANCE

Course code:	BS5402	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Leadership and Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to evaluate operational issues and challenges and apply operational techniques for continuous improvement and compliance.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Evaluate the internal and external compliance requirements of a business.	GPO 25
2.	Evaluate operational issues and challenges for a business.	GPO 20
3.	Apply operational techniques for continuous improvement in a business.	GPO 20

Indicative Content

LO1	<ul style="list-style-type: none"> External requirements including relevant regulations, legislation, and policy Internal requirements including quality management systems, policies and procedures
LO2	<ul style="list-style-type: none"> Operational issues and challenges facing organisations Internal and external operational drivers
LO3	<ul style="list-style-type: none"> Operations management techniques and approaches that support continuous improvement

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

BUSINESS PLANNING

Course code:	BS5403	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Leadership and Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours:		150	
	A detailed breakdown of the learning hours for this course is located in delivery course documents				

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to engage in business planning and develop strategies that improve organisational performance.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Describe the elements of business planning.	GPO 21
2.	Contribute to a business plan.	GPO 21
3.	Contribute to developing strategies to build competitive advantage and improve organisational performance.	GPO 20

Indicative Content

LO1	<ul style="list-style-type: none"> Nature and purpose of business planning Elements of business planning and the business planning process Types of business plans including strategic, tactical and operational and their relationship to each other
LO2	<ul style="list-style-type: none"> Applying business planning processes Understanding differences between planning for a new or existing business (Note: business types include profit / not-for-profit / community organisation / etc.)
LO3	<ul style="list-style-type: none"> Planning in a changing environment Competitive positioning

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

MANAGING PROJECTS

<i>Course code:</i>	BS5404	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Leadership and Management Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>					
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i>		150	
	A detailed breakdown of the learning hours for this course is located in delivery course documents				

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to effectively manage projects and lead project teams.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Evaluate project management techniques.	GPO 23
2.	Apply techniques to manage a project within scope, resources, and time.	GPO 23
3.	Develop techniques to contribute to high performance project teams.	GPO 24

Indicative Content

LO1	<ul style="list-style-type: none"> Project management fundamentals
LO2	<ul style="list-style-type: none"> Project management phases, tools and documentation Stakeholder engagement and management
LO3	<ul style="list-style-type: none"> Project team communication and engagement Conflict Management Strategies for leading virtual teams Managing stakeholders

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

3.6 Marketing and Sales Strand Courses

INTRODUCTION TO MARKETING					
Course code:	BS5501	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Marketing and Sales Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies relevant to key marketing principles and processes in contemporary business environments.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Explain the marketing concept and its contribution to organisations.	GPO 26
2.	Apply marketing principles and processes to business entities and/or brands.	GPO 26, 28, 29
3.	Apply principles of brand management to business products or services.	GPO 26, 28, 29

Indicative Content

LO1	<ul style="list-style-type: none"> Marketing philosophy Evolution of marketing thought Marketing's societal contribution
LO2	<ul style="list-style-type: none"> Intro to marketing planning Marketing environment and information (introduction), including Aotearoa New Zealand specific dimensions, such as the Te Tiriti o Waitangi Treaty of Waitangi Segmentation, targeting, positioning Introduction to the marketing mix Role of selling to meet marketing objectives
LO3	<ul style="list-style-type: none"> Brand strategy and tactics Branding collateral and trademarks Adding value through branding Te Ao Māori considerations in branding and symbolism

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

BUYER BEHAVIOUR

Course code:	BS5502	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Marketing and Sales Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to apply buyer behaviour principles and processes in marketing contexts.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Explain and apply buyer decision-making processes.	GPO 26, 28, 29
2.	Explain and apply internal, external, and situational buyer behaviour influences.	GPO 26, 28, 29

Indicative Content

LO1	<ul style="list-style-type: none"> Buyer decision-making models relevant for Aotearoa New Zealand (consumer and business) Buyer decision-making process including: <ul style="list-style-type: none"> problem recognition; search functions - internal and external; evaluation processes; purchase; post purchase - attitudes and behaviours
LO2	<ul style="list-style-type: none"> Influences - internal, external, situational with considerations for the Aotearoa New Zealand context Developing buyer personas High and low involvement influences on buyer behaviour Developing communication that resonates with Aotearoa New Zealand buyers

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

INTRODUCTION TO DIGITAL MARKETING

<i>Course code:</i>	BS5503	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Marketing and Sales Strand				
<i>Requisites:</i>	NIL				
<i>Other programmes:</i>					
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to apply and evaluate digital marketing tools to support business performance.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Describe existing and emerging technology relevant for marketing and sales contexts	GPO 28
2.	Apply digital marketing tactics to marketing contexts and recommend performance measures.	GPO 26, 28, 29
3.	Analyse secondary information to advise management of existing and emerging marketing and sales issues.	GPO 27

Indicative Content

- LO1
- The role of digital marketing within the communication mix
 - Digital tools and platforms
 - Emerging marketing technologies

- LO2
- Digital tactics may include:
 - Search engine marketing
 - Search engine optimisation
 - Social media platforms
 - Email marketing
 - Digital marketplaces and online selling
 - Online social influencers
 - Performance measures:
 - Analytics
 - KPIs
 - Dashboards
 -

- LO3
- Market and secondary research
 - Credible and trusted data
 - Communicating key insights from secondary research
 - Emerging marketing and sales issues

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

SALES AND RELATIONSHIP MANAGEMENT

Course code:	BS5504	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Marketing and Sales Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours:		150	
A detailed breakdown of the learning hours for this course is located in delivery course documents					

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to to apply sales, communication and relationship management skills.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Communicate persuasively to achieve marketing and sales outcomes.	GPO 29
2.	Apply selling processes in a contemporary business environment .	GPO 26, 28, 29
3.	Apply self-management, negotiation, and interpersonal skills for effective relationship management.	GPO 28, 30

Indicative Content

LO1	<ul style="list-style-type: none"> Overview of the communication mix Introduction to IMC and persuasive communication
LO2	<ul style="list-style-type: none"> Selling approaches and processes Importance of a sales process
LO3	<ul style="list-style-type: none"> Role of relationship management Professional competencies for self-management Maintaining relationships utilising CRM tools Negotiation process: win-win Marketing and sales ethics Interpersonal skills for effective sales and relationships

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change

1			DD-MM-YYYY	New Course

3.7 Project Management Strand Courses

PROJECT MANAGEMENT PRINCIPLES					
Course code:	BS5601	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Project Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies relevant to the principles of project management.

Learning Outcomes

At the successful completion of this course, learners will be able to:

**Graduate Outcomes/
Professional Standards**

1.	Define the phases and relevant documentation of the project management lifecycle.	GPO 31
2.	Explain the principles of project management.	GPO 31
3.	Describe the skills and attributes of a project manager within a project lifecycle.	GPO 32

Indicative Content

LO1	<ul style="list-style-type: none"> • Project lifecycles: <ul style="list-style-type: none"> ○ Project Initiation; Project Planning; Project Execution; Project Monitoring & Control; Project Closing ○ Project Management documentation
LO2	<ul style="list-style-type: none"> • Project Management principles: <ul style="list-style-type: none"> ○ Deliverables and milestones ○ Scope and constraints ○ Implementation and change ○ Resources ○ Uncertainty/risks ○ Project Management team roles ○ Contingency planning and governance tools ○ Quality Management
LO3	<ul style="list-style-type: none"> • Roles, skills and attributes of project managers • Stakeholder engagement management • Management styles and attributes of a competent project manager

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

PROJECT MANAGEMENT METHODOLOGIES

Course code:	BS5602	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Project Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to apply project management methodologies.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Describe a range of project management methodologies.	GPO 31
2.	Justify methodology selection for a project scenario.	GPO 31

Indicative Content

- LO1
- A range of contemporary project management methodologies, for example:
 - PMBOK; PRINCE2; PMP; Agile; Waterfall; Scrum; RAD; NPI; Kanban; Six sigma; DMAIC
- LO2
- Outcome mapping
 - Decision making matrix

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

PROJECT MANAGEMENT TOOLS

Course code:	BS5603	Level:	5	Credits:	15
Main programme:	New Zealand Diploma in Business (Level 5)			Compulsory	
Pathway(s):	Project Management Strand				
Requisites:	NIL				
Other programmes:					
Delivery modes:	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	Total learning hours: A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to select and apply project management tools and software.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Describe project management tools and software to support a project lifecycle.	GPO 31
2.	Use project management tools and software within a project.	GPO 31

Indicative Content

LO1	<ul style="list-style-type: none"> • Project Management Tools e.g.: <ul style="list-style-type: none"> ○ Gantt chart, Logic Network, PERT chart, Product Breakdown Structure and Work Breakdown Structure, Traceability Matrix, Critical Path Analysis, Network Diagram • Project Management Software e.g.: <ul style="list-style-type: none"> ○ MS Project; Notion; Trello, Microsoft Excel • Risk management including ISO31000:2008
LO2	<ul style="list-style-type: none"> • Application of project management tools and software

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

APPLIED PROJECT MANAGEMENT

<i>Course code:</i>	BS5604	<i>Level:</i>	5	<i>Credits:</i>	15
<i>Main programme:</i>	New Zealand Diploma in Business (Level 5)			Compulsory	
<i>Pathway(s):</i>	Project Management Strand				
<i>Requisites:</i>	Pre- or Co Requisites (Dependant on delivery pattern at delivery site): BS5601 Project Management Principles & BS5603 Project Management Tools				
<i>Other programmes:</i>					
<i>Delivery modes:</i>	<input checked="" type="checkbox"/> Blended <input checked="" type="checkbox"/> Distance <input checked="" type="checkbox"/> Work-based	<i>Total learning hours:</i> A detailed breakdown of the learning hours for this course is located in delivery course documents		150	

Aim/Outcome Statement

The aim of this course is to develop the knowledge, skills, and competencies to apply project management tools, techniques and methodologies.

Learning Outcomes

At the successful completion of this course, learners will be able to:

*Graduate Outcomes/
Professional Standards*

1.	Apply project management tools, techniques, and methodologies to complete a project.	GPO 31
2.	Engage with stakeholder through the project lifecycle.	GPO 32

Indicative Content

LO1	<ul style="list-style-type: none"> Project methodology and lifecycles Project management plan and scope Project resource identification including: basic costing, scheduling, task identification, roles and responsibilities Project tools/software
LO2	<ul style="list-style-type: none"> Stakeholder engagement including: identification of stakeholders, engagement planning, communication strategies and plans

Learning and Teaching Activities

All learning and teaching activities as described in the approved programme and delivery documents are enabled for this course unless specified.

Assessment

Assessment in this course employs an achievement-based grading scheme. Learners will be advised of all matters relating to summative assessment prior to the start of the course.

Assessment Activity	Weighting	Learning Outcomes	Completion Requirements
Portfolio of evidence	100%	All	50% required

The portfolio is comprised of multiple components. Learners need to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass this module.

Learning Resources

All required and recommended resource are provided to learners via course outlines.

Version Tracking:

Ver No.	Approved by	Approval date	Effective from	Description of change
1			DD-MM-YYYY	New Course

4. Learning & Teaching Activities

The programme uses a range of learning and teaching methods and activities, which support learners' development towards Graduate Profile Outcomes. These include:

- | | |
|--|---|
| <ul style="list-style-type: none">• Case-studies/Scenario-based learning• Collaborative learning• Flipped classroom• Engagement with technical and professional standards• Group critiques• Guest speakers/Industry professionals• HyFlex online• HyFlex onsite• Individual learning and career planning• Interactive lectures/Large-group teaching• Investigative/Field trips | <ul style="list-style-type: none">• Laboratory sessions/Practical learning• Noho marae• Online learning• Project-based/Activity-based learning• Role play• Self-directed learning mahi-ā-ipurangi• Studio/Workshop• Team/Peer-based learning• Tuākana –Teina• Tutorials/Small-group learning• Wānanga• Work-based/Work-integrated learning |
|--|---|

5. Assessment

The programme uses a range of assessment methods, which support learners to provide evidence of their learning achievement and their development towards achievement of Graduate Profile Outcomes.

Assessment is generally collated into **Learning Portfolios** which are designed to give learners the opportunity to demonstrate development of, and reflection on, course-specific knowledge, skills, and learning achievements. Typically, a Learning Portfolio will employ a range of elements drawn from the list below to align with the context of the learning (delivery mode, regional specific requirement, etc.) and any particular needs of the group of learners. Learners are required to provide sufficient evidence against all learning outcomes and gain an overall mark of at least 50% in order to pass a course.

Assessment methods may be used as formative and/or summative tools. Each method identified may be utilised to assess theory and/or practical/clinical applications.

- | | |
|--|--|
| <ul style="list-style-type: none">• Assignments• Case-studies• Examinations• Exhibition presentations• Group/Collaborative assessments• Learning portfolio• Practical demonstrations | <ul style="list-style-type: none">• Presentations• Projects• Tests/Quizzes• Visual development records• Written reports, summaries or contextual documents• Work-based/Work-integrated assessment |
|--|--|

5.1.1 Controlled (supervised/observed) assessment activities (Accounting Strand only)

In line with the Professional Bodies' expectations, at least 50% of the overall assessment marks for each subject meeting the professional bodies' required competency areas, are required to be

controlled, which means that a learner's identity is confirmed, and they are supervised/observed when completing assessment activities that contribute to at least half of their overall grade. This provides the professional bodies with assurance that graduates of accredited programs have demonstrated pre-requisite knowledge and skills, which the profession has highlighted as important and will be further developed in professional programmes.

Controlled assessment requirements are included in those courses which contribute to the achievement of the professional bodies' required competency areas.

Controlled assessment activities in the programme can include, but are not limited to, in-person or online examinations undertaken under the observation of an invigilator, in person presentations, written in-class quizzes or question and answer sessions. Te Pūkenga maintains internal governance processes to ensure that academic integrity is maintained, and to determine the most appropriate assessments for subjects and/or ākonga.

APPENDICES

Appendix 1: Qualification Document

Use the following link to view the Qualification document:

[New Zealand Diploma in Business \(Level 5, 120 credits\) \[2459-3\]](#)

Appendix 2: Learning Outcomes and Assessment mapped to Graduate Profile Outcomes

Generic Core Courses

Course Code & Name		Course Aim & Outcomes		Assessment	GPO 1	GPO 2	GPO 3	GPO 4	GPO 5	GPO 6
Analyse the operational impact of internal and external environments on a business entity to inform decision-making. Apply broad knowledge of the principles and current practices of operations, accounting, marketing/sales, human resources, and risk management, to support the performance of a business entity. Contribute operationally to innovation and organisational change in a business entity. Develop and maintain operational business relationships with stakeholders to support the performance of a business entity. Apply knowledge of te Tiriti o Waitangi to analyse how the resulting bi-cultural partnership can be applied to operational business activities and relationships. Apply professional and ethical practices with integrity, in accordance with the operational, environmental, social and cultural requirements of the context, and apply personal and interpersonal skills to contribute to the achievement of business operational objectives.										
BS5001	Organisations in an Aotearoa New Zealand Context	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to analyse business entities in an Aotearoa New Zealand context.							
		LO1	Discuss the nature of business entities in Aotearoa New Zealand.	All LOs: Portfolio of evidence (100%)			✓	✓	✓	
		LO2	Analyse how bi-cultural partnerships can influence operational business activities and relationships in Aotearoa New Zealand.			✓			✓	
		LO3	Communicate effectively in professional contexts.							✓
LO4	Maintain professional and ethical stakeholder relationships in a socially and culturally appropriate manner.					✓		✓		
BS5002	Business Environments	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to analyse and manage the impact of environmental influences on a business entity.							
		LO1	Analyse the potential operational impacts of internal environmental influences on a business entity.	All LOs: Portfolio of evidence (100%)	✓			✓		
		LO2	Analyse the potential operational impacts of external environmental influences on a business entity.		✓			✓		
LO3	Identify and evaluate environmental data to manage risk to support the performance of a business entity.	✓	✓			✓				
BS5003	Business Functions	Aim:	The aim of this course is to develop knowledge, skills, and competencies relevant to the core business functions of accounting, operations, human resource management, marketing and sales.							
		LO1	Apply principles and practices of operations to support business performance.	All LOs: Portfolio of evidence (100%)		✓				
		LO2	Apply principles and practices of human resource management to support business performance.			✓				
		LO3	Apply principles and practices of marketing and sales to support business performance.			✓				
LO4	Apply principles and practices of accounting to support business performance.		✓							
BS5004	Change and Innovation	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to contribute to organisational change and innovation.							
		LO1	Describe the practices and processes of organisational change and innovation.	All LOs: Portfolio of evidence (100%)			✓	✓		

LO2	Analyse how organisational change and innovation can contribute to enhanced business performance.			v	v			
LO3	Analyse personal and interpersonal skills that contribute to organisational change and innovation.				v	v		v

Accounting Strand

Course Code & Name		Course Aim & Outcomes		Assessment	GPO 7 ACC	GPO 8 ACC	GPO 9 ACC	GPO 10 ACC	GPO 11 ACC	GPO 12 ACC	GPO 13 ACC
AC5101	Introduction to Accounting and Taxation	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to apply accounting concepts, standards, processes, and tax rules to prepare financial statements.								
		LO1	Apply accounting concepts and standards to prepare financial statements.	All LOs: Portfolio of evidence (100%)			v				
		LO2	Process end of period/balance day adjustments.		v						
		LO3	Apply tax rules for individuals and small businesses.			v					
AC5102	Applied Accounting	Aim:	The aim of this course is to develop the knowledge, skills and competencies to record and process a range of financial transactions.								
		LO1	Process transactions to the trial balance stage for a business entity.	All LOs: Portfolio of evidence (100%)	v						
		LO2	Process transactions for a business entity using accounting software.		v						
		LO3	Apply tax rules to transactions for a business entity.			v					
AC5103	Analysis of Financial Information	Aim:	The aim of this course is to develop the knowledge, skills and competencies to calculate, analyse and interpret financial information to inform decision making for a business entity.								
		LO1	Calculate ratios and analyse financial performance for a business entity.	All LOs: Portfolio of evidence (100%)				v			
		LO2	Analyse and interpret financial and non-financial information to inform decision-making.					v			
		LO3	Analyse the impact of complex transactions on financial statements.		v						
		LO4	Apply the accounting profession's Code of Ethics to given situations.								v
AC5104	Budgets for Planning and Control	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to prepare and use budgets to monitor performance and determine internal controls to minimise risk for a business entity.								
		LO1	Prepare and monitor budgets for internal stakeholders.	All LOs:					v		

LO2	Communicate budget and performance monitoring information to internal stakeholders.	Portfolio of evidence (100%)						v	
LO3	Evaluate internal controls and financial and business risks of an entity to determine relevant actions to minimise or mitigate risk.								v

Administration & Technology Strand
Human Resource Management Strand

Course Code & Name		Course Aim & Outcomes		Assessment	GPO 14 A&T	GPO 15 A&T	GPO 16 AA&T	GPO 17 HRM	GPO 18 HRM	GPO 19 HRM
BS5201	Administration Systems and Processes	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to evaluate administration systems and processes to inform improvements.							
		LO1	Describe administration systems and processes for business entities.	All LOs: Portfolio of evidence (100%)			v			
		LO2	Analyse administration systems and processes to inform decision making.				v			
		LO3	Recommend improvements to manage administration systems and processes.				v			
BS5202	Advanced Business Information	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to produce business information to support administration functions and operations in business entities.							
		LO1	Describe how business information is used within administration functions and operations of business entities.	All LOs: Portfolio of evidence (100%)	v					
		LO2	Analyse communication methods used to produce business information.		v					
		LO3	Produce business information to support administration functions and operations of business entities.		v					
BS5203	Applied Business Technologies	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to support the use of technologies in a business entity.							
		LO1	Describe the role of business technologies within business entities.	All LOs: Portfolio of evidence (100%)		v				
		LO2	Analyse current and emerging business technologies.			v				
		LO3	Recommend business technology to meet the needs of business entities.			v				
BS5204	Office Management	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to manage business administration functions and operations to support business entities.							
		LO1	Define the role and responsibilities of an office manager in a business entity.	All LOs: Portfolio of evidence (100%)	v					

		LO2	Analyse how administration functions, operations, and/or projects support operational goals.		√						
		LO3	Plan administration functions, operations, and/or projects that support operational goals.		√						
BS5301	Introduction to Human Resources	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to demonstrate the principles, practices, and processes of key Human Resource (HR) functions.								
		LO1	Apply key HR functions within Aotearoa New Zealand organisations.	All LOs: Portfolio of evidence (100%)					√		
		LO2	Apply legal and ethical frameworks to ensure the effective application of HR functions.						√		√
		LO3	Analyse the impact of contemporary HR technologies to key HR functions within Aotearoa New Zealand organisations.						√		
BS5302	People and Development	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to support people to achieve organisational objectives, by applying Human Resource strategies								
		LO1	Apply HR strategies to support people to build capability	All LOs: Portfolio of evidence (100%)					√		
		LO2	Apply HR strategies to support people performance						√		
		LO3	Apply communication skills in a variety of HR scenarios within a legal and ethical framework.								√
BS5303	Introduction to Health, Safety and Wellbeing	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to apply health (hauora), safety and wellbeing policies and practices within Aotearoa New Zealand organisations.								
		LO1	Apply practices to enhance employee wellbeing and the work environment.	All LOs: Portfolio of evidence (100%)					√		√
		LO2	Evaluate health and safety policies, procedures, and practices against organisational effectiveness and legislation.						√		√
BS5304	Change and HR Initiatives	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to support people to organisational change with Human Resource (HR) initiatives.								
		LO1	Discuss the role of HR functions during organisational change.	All LOs: Portfolio of evidence (100%)					√	√	
		LO2	Analyse the impact of proposed changes on stakeholders in given organisational contexts.							√	√
		LO3	Evaluate strategies to support people during organisational change and other HR initiatives.							√	

Leadership and Management Strand

Course Code & Name	Course Aim & Outcomes	Assessment	GPO 20	GPO 21	GPO 22	GPO 23	GPO 24	GPO 25
			Identify operational issues and challenges and apply techniques for continuous improvement to support the entity's performance	Contribute to business planning to support the entity's performance.	Lead others to implement activities, including change processes, within the entity's plans to support its performance.	Manage projects within scope, resources, and time.	Develop strategies for a positive workplace culture and team engagement, to value diversity and to support the entity's performance.	Monitor compliance to meet internal and external requirements.

				L&M	L&M	L&M	L&M	L&M	L&M	
BS5401	Introduction to Leadership	Aim:	The aim of this course is to develop the knowledge, skills, and competencies in leadership to promote diversity, positive workplace culture and organisational agility.							
		LO1	Explore the role leaders play in creating an inclusive work environment and a positive workplace culture.	All LOs: Portfolio of evidence (100%)					v	
		LO2	Evaluate leadership approaches that contribute to the successful performance of an organisation.				v			
		LO3	Evaluate leadership approaches to implement effective organisational change.				v			
BS5402	Operations Management and Compliance	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to evaluate operational issues and challenges and apply operational techniques for continuous improvement and compliance.							
		LO1	Evaluate the internal and external compliance requirements of a business.	All LOs: Portfolio of evidence (100%)						v
		LO2	Evaluate operational issues and challenges for a business.		v					
		LO3	Apply operational techniques for continuous improvement in a business.		v					
BS5403	Business planning	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to engage in business planning and develop strategies that improve organisational performance.							
		LO1	Describe the elements of business planning.	All LOs: Portfolio of evidence (100%)		v				
		LO2	Contribute to a business plan.			v				
		LO3	Contribute to developing strategies to build competitive advantage and improve organisational performance.		v					
BS5404	Managing projects	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to effectively manage projects and lead project teams.							
		LO1	Evaluate project management techniques.	All LOs: Portfolio of evidence (100%)				v		
		LO2	Apply techniques to manage a project within scope, resources, and time.					v		
		LO3	Develop techniques to contribute to high performance project teams.						v	

**Marketing and Sales Strand
Project Management Strand**

Course Code & Name	Course Aim & Outcomes	Assessment	GPO 26 M&S	GPO 27 M&S	GPO 28 M&S	GPO 29 M&S	GPO 30 M&S	GPO 31 PM	GPO 32 PM
			Apply marketing and sales principles and processes, including consideration of the role of the entity's brand.	Advise management on existing and emerging marketing and sales issues, based on secondary research.	Use existing technology, and show awareness of emerging technology, in a range of marketing contexts and/or delivery platforms.	Communicate persuasively and purposefully, using buyer decision-making process and negotiation, with customers and prospects to achieve marketing and sales outcomes.	Apply self-management and interpersonal skills for effective relationship management.	Manage projects through their entire life cycle using project management knowledge, tools, and techniques.	Manage stakeholder engagement through the project life cycle.

BS5501	Introduction to Marketing	Aim:	The aim of this course is to develop the knowledge, skills, and competencies relevant to key marketing principles and processes in contemporary business environments.									
		LO1	Explain the marketing concept and its contribution to organisations.	All LOs: Portfolio of evidence (100%)	√							
		LO2	Apply marketing principles and processes to business entities and/or brands.		√		√	√				
		LO3	Apply principles of brand management to business products or services.		√		√	√				
BS5502	Buyer Behaviour	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to apply buyer behaviour principles and processes in marketing contexts.									
		LO1	Explain and apply buyer decision-making processes.	All LOs: Portfolio of evidence (100%)	√		√	√				
		LO2	Explain and apply internal, external, and situational buyer behaviour influences.		√		√	√				
BS5503	Introduction to Digital Marketing	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to apply and evaluate digital marketing tools to support business performance.									
		LO1	Describe existing and emerging technology relevant for marketing and sales contexts.	All LOs: Portfolio of evidence (100%)			√					
		LO2	Apply digital marketing tactics to marketing contexts and recommend performance measures.		√		√	√				
		LO3	Analyse secondary information to advise management of existing and emerging marketing and sales issues.			√						
BS5504	Sales and Relationship Management	Aim:	The aim of this course is to develop the knowledge, skills, and competencies to apply sales, communication and relationship management skills.									
		LO1	Communicate persuasively to achieve marketing and sales outcomes.	All LOs: Portfolio of evidence (100%)				√				
		LO2	Apply selling processes in a contemporary business environment.		√		√	√				
		LO3	Apply self-management, negotiation, and interpersonal skills for effective relationship management.				√		√			
BS5601	Project Management Principles	Aim:	The aim of this course is to develop the knowledge, skills, and competencies relevant to the principles of project management.									
		LO1	Define the phases of the project management lifecycle	All LOs: Portfolio of evidence (100%)						√		
		LO2	Analyse the application of the principles of project management							√		
		LO3	Describe the skills and attributes to manage stakeholder engagement through the project lifecycle								√	
BS5602	Project Management Methodologies	Aim:	The aim of this course is to develop the knowledge, skills, and competencies relevant to apply project management methodologies.									
		LO1	Compare and contrast project management methodologies.	All LOs: Portfolio of evidence (100%)						√		
		LO2	Justify methodology selection for a project.							√		
BS5603	Project Management Tools	Aim:	The aim of this course is to develop the knowledge, skills, and competencies relevant to select and apply project management tools and software.									
		LO1	Evaluate a range of tools to support a project lifecycle.	All LOs: Portfolio of evidence (100%)						√		
		LO2	Use project management tools and software within a range of projects.							√		
BS5604	Applied Project Management	Aim:	The aim of this course is to develop the knowledge, skills, and competencies relevant to apply project management tools, techniques and methodologies.									
		LO1	Apply project management tools, techniques, and methodologies to complete a project with industry or community engagement.	All LOs: Portfolio of evidence (100%)						√		
		LO2	Engage with stakeholder through the project lifecycle.								√	

