

## New Zealand Diploma in Business (Leadership & Management Strand) (Level 5)

This course is designed for people who will be managing people, resources and workplace operations and is ideal for people looking to take on key leadership roles.

Learners will get the skills they need to build functional teams, manage direct reports and grow their leadership skills. They'll also learn to lead and implement change, manage compliance and analyse financial information. This is a great course for anyone entering into a leadership role as it provides the key skills they need to succeed.

### Typical Training Duration

12 months

### Key Learning Outcomes

Graduates of this qualification will be able to:

- Identify operational issues and challenges and apply techniques for continuous improvement for efficient and effective performance of the entity.
- Contribute to the business planning for efficient and effective performance of the entity.
- Lead others to implement activities within the entity's plans, including change, for efficient and effective performance of the entity.
- Manage projects within scope, resources, and time.
- Negotiate and positively influence others to achieve the entity's outcomes.
- Develop a positive workplace culture and team engagement, for efficient and effective performance of the entity.
- Promote compliance with internal and external requirements.
- Apply knowledge of the principles and practices of operations, accounting, sales/marketing, HR, and risk management, to support the operational efficiency and effectiveness of the entity.
- Contribute in operational contexts to innovation and organisational change within a business entity.
- Develop and maintain operational business relationships with stakeholders for efficient and effective performance of the entity.
- Research and communicate information for efficient and effective performance of the entity.
- Apply problem-solving and decision-making in operational contexts for efficient and effective performance of the entity.

### Programme Credits

120

## Qualification details

<b>Title</b>	New Zealand Diploma in Business (with strands in Accounting, Administration and Technology, Leadership and Management, and Project Management) (Level 5)		
<b>Version</b>	1	<b>Qualification type</b>	Diploma
<b>Level</b>	5	<b>Credits</b>	120
<b>NZSCED</b>	080301	Management and Commerce > Business and Management > Business Management	
<b>Qualification developer</b>	NZQA Qualifications Services on behalf of and in collaboration with the sector.		
<b>Next review</b>	November 2019		
<b>Approval date</b>	January 2015		
<b>Strategic purpose statement</b>	<p>The purpose of this qualification is to provide New Zealand business entities with people who have general and specialised business knowledge and skills that can be applied in a range of operational roles.</p> <p>Graduates will benefit New Zealand business entities by contributing to the achievement of entities' operational objectives, through the application of knowledge and skills, in an ethical manner, in a bi- and multi-cultural environment.</p> <p>In addition, graduates will have specialised knowledge and skills for application in operational roles in New Zealand business entities, depending on which strand is achieved.</p>		
<b>Outcome Statement</b>	<b>Graduate profile</b>	<p>Graduates of this qualification will be able to:</p> <p><b>Core compulsory</b></p> <p>Core technical knowledge and skills</p> <ul style="list-style-type: none"> <li>- Apply knowledge of the principles and practices of operations, accounting, sales/marketing, HR, and risk management, to support the operational efficiency and effectiveness of the entity.</li> <li>- Contribute in operational contexts to innovation and organisational change within a business entity.</li> </ul> <p>Core people skills</p> <ul style="list-style-type: none"> <li>- Develop and maintain operational business relationships with stakeholders for efficient and effective performance of the entity.</li> <li>- Research and communicate information for efficient and effective performance of the entity.</li> </ul>	

		<p>Core cognitive skills</p> <ul style="list-style-type: none"> <li>- Apply problem-solving and decision-making in operational contexts for efficient and effective performance of the entity.</li> </ul> <p>Core affective skills</p> <ul style="list-style-type: none"> <li>- Manage own and others' learning and performance within an operational context for efficient and effective performance of the entity.</li> <li>- Apply professional and ethical behaviour, in a socially and culturally appropriate manner.</li> </ul> <p>Core business environment</p> <ul style="list-style-type: none"> <li>- Analyse the impact of internal and external environments on entities.</li> <li>- Analyse how the origin and nature of the bi-cultural partnership (as embedded in the Treaty of Waitangi) can be applied to business activities and relationships.</li> </ul> <p><b>Accounting Strand</b></p> <p>Technical knowledge and skills</p> <ul style="list-style-type: none"> <li>- Record and process a wide range of financial transactions.</li> <li>- Apply accounting concepts and standards to prepare financial statements and reports.</li> <li>- Prepare budgets and monitor business performance against budgets.</li> <li>- Analyse and interpret financial information to inform decision-making.</li> <li>- Apply tax rules for individuals and small businesses.</li> <li>- Determine internal controls to minimise financial risk.</li> <li>- Evaluate debtor risk and apply relevant actions to mitigate.</li> <li>- Act in accordance with the accounting profession's Code of Ethics.</li> </ul> <p>People Skills</p> <ul style="list-style-type: none"> <li>- Research and communicate technical financial information for a business entity's performance.</li> </ul> <p><b>Administration and Technology strand</b></p> <p>Technical knowledge and skills</p> <ul style="list-style-type: none"> <li>- Plan, organise and manage business administration functions, operations, and/or projects, to support management.</li> <li>- Select, apply and support a broad range of current and emerging business technologies to meet business entity needs.</li> <li>- Manage, analyse and evaluate administrative systems and processes; identify and recommend any improvements.</li> </ul> <p><b>Leadership and Management strand</b></p> <p>Technical knowledge and skills</p>
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		<ul style="list-style-type: none"> <li>- Identify operational issues and challenges and apply techniques for continuous improvement for efficient and effective performance of the entity.</li> <li>- Contribute to the business planning for efficient and effective performance of the entity.</li> <li>- Lead others to implement activities within the entity's plans, including change, for efficient and effective performance of the entity.</li> <li>- Manage projects within scope, resources, and time.</li> </ul> <p>People skills</p> <ul style="list-style-type: none"> <li>- Negotiate and positively influence others to achieve the entity's outcomes.</li> <li>- Develop a positive workplace culture and team engagement, for efficient and effective performance of the entity.</li> </ul> <p>Business environment</p> <ul style="list-style-type: none"> <li>- Promote compliance with internal and external requirements.</li> </ul> <p><b>Project Management strand</b></p> <p>Technical knowledge and skills</p> <ul style="list-style-type: none"> <li>- Select and use project management tools and techniques appropriate to the project(s).</li> <li>- Apply project management knowledge to manage the initiation, planning, execution, monitoring and control, and closing of projects.</li> </ul> <p>People skills</p> <ul style="list-style-type: none"> <li>- Negotiate and positively influence others to achieve the project's outcomes.</li> </ul>
	<p><b>Education pathway</b></p>	<p>This qualification may build on from:</p> <ul style="list-style-type: none"> <li>- New Zealand Certificate in Business (Administration and Technology) (Level 4) [Ref: 2461]</li> <li>- New Zealand Certificate in Business (Accounting Support Services) (Level 4) [Ref: 2455]</li> <li>- New Zealand Certificate in Business (Small Business) (Level 4) [Ref: 2457]</li> <li>- New Zealand Certificate in Business (First Line Management) (Level 4) [Ref: 2456]</li> <li>- New Zealand Certificate in Project Management (Level 4) [Ref: 2462]</li> </ul> <p>Graduates may progress to:</p> <ul style="list-style-type: none"> <li>- New Zealand Diploma in Business (with strands in Accounting, Administration and Technology, Leadership and Management, and Māori Business and Management) (Level 6) [Ref: 2460]</li> <li>- business qualifications at degree level</li> <li>- relevant industry or professional qualifications at Level 6 or</li> </ul>

		<p>above.</p> <p>Award of this qualification with the <b>Accounting</b> strand may equip graduates towards achievement of the academic requirements for NZICA's Accounting Technicians College.</p> <p>Award of this qualification with the <b>Administration and Technology</b> strand may equip graduates towards achievement of Association of Administrative Professionals New Zealand's (AAPNZ) Certification.</p> <p>Award of this qualification with the <b>Project Management</b> strand may equip graduates towards achievement of Project Management Institute and other professional credentials in Project Management.</p>
	<p><b>Employment and/or community pathway</b></p>	<p>Graduates of the <b>Accounting</b> strand will have the skills and knowledge to be employed in a variety of business entities in accounting roles such as: finance administrator, inventory controller, accounts receivable/payable officer. Graduates may also be able to contribute to community groups in volunteer accounting functions.</p> <p>Graduates of the <b>Administration and Technology</b> strand will have the skills and knowledge to work, or gain employment, in a wide range of administration roles in a variety of sectors. These may include personal and executive assistants, customer service consultants, project and event administrators, virtual assistants, office managers, or office administration team leader roles.</p> <p>Graduates of the <b>Leadership and Management</b> strand will have the skills and knowledge to work or gain employment as a manager/leader in roles at an operational level within New Zealand business entities.</p> <p>Graduates of the <b>Project Management</b> strand will have the skills and knowledge to be employed in a variety of business entities in project management roles. Graduates will also be able to contribute to community groups in volunteer project management roles.</p>

## Qualification specifications

<p><b>Qualification award</b></p>	<p>This qualification will be awarded to people who have met the requirements of the outcomes.</p> <p>Credit gained for an outcome may be used only once to meet the requirements of this qualification.</p> <p>Awarding bodies for this qualification will be any education organisation accredited under section 38 of the Education Amendment Act 2011 to deliver a programme leading to the qualification.</p> <p>The certificate will display the NZQF logo and the name and logo of the awarding body.</p>
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<p><b>Evidence requirements for assuring consistency</b></p>	<p>All tertiary education organisations (TEOs) either arranging training or delivering programmes that lead to the award of the qualification are required to participate with the qualification developer in a scheduled consistency process, in accordance with published national guidelines.</p> <p>This will involve reviewing evidence associated with graduates' achievement of outcomes, establishing a periodic cycle for a review focus for the external consistency review, and agreeing acceptable standards and/or benchmarks for qualification outcome achievement, and areas for improvement.</p> <p>Standard evidence for programme providers may include:</p> <ul style="list-style-type: none"> <li>- assessment information leading to the achievement of the graduate outcomes</li> <li>- a portfolio of student work relating to the qualification and the annual review focus requirements</li> <li>- graduate and/or stakeholder/end-user feedback on outcome achievement</li> <li>- TEO moderation outcomes which may include moderation/benchmarking across common programmes</li> <li>- relevant External Evaluation and Review (EER) data.</li> </ul>
<p><b>Credit transfer and recognition of prior learning arrangements</b></p>	<p>Education organisations must have policies and procedures in place for managing credit transfer, and assessing recognition of prior learning and recognition of current competency. These policies and procedures, and associated fees, must be available to the candidates prior to enrolment.</p> <p>Where recognition of existing skills and knowledge is required by the candidate, this will be arranged by the education organisation delivering the programme leading to the qualification.</p> <p>To facilitate credit transfer, education organisations must clearly demonstrate the equivalency between each of the outcomes in the graduate profile, and the assessment components of their programmes.</p>
<p><b>Minimum standard of achievement and standards for grade endorsements</b></p>	<p>The minimum standard of achievement required for the award of the qualification will be the achievement of all the graduate outcomes in the graduate profile.</p> <p>There are no grade endorsements for this qualification.</p>
<p><b>Entry requirements (including prerequisites to meet regulatory body or legislative requirements)</b></p>	<p>To gain entry onto programmes leading to this qualification, international students must meet the English Proficiency Outcomes for International Students for whom English is not their First Language as set out in Appendix 2 of the NZQF Programme Approval and Accreditation Rules 2013 (Version 2). These can be accessed at: <a href="http://www.nzqa.govt.nz">www.nzqa.govt.nz</a>.</p> <p>There are no other mandatory prerequisites to meet regulatory body or legislative requirements for this qualification.</p>

## Qualification conditions

### Overarching conditions relating to the qualification

<b>Conditions for programme structure</b>	Outcomes in the following sections of the graduate profile will be embedded throughout programme design and delivery, and assessment: People skills, Cognitive skills, Affective skills.
<b>Conditions for programme context</b>	<p>Programme design and delivery, and all assessment, will be conducted in and for the context of a real or realistic business entity, and in light of the requirements of that context.</p> <p>Programmes leading to award of this qualification must identify the context, and must justify the allocation of credits to graduate profile outcomes within the programme, in light of the requirements of the context.</p> <p>A business entity can be an organisation, or a commercial or other enterprise, not necessarily for profit, and can be a discretely managed business unit within a larger organisation.</p>
<b>Other conditions</b>	No conditions

### Specific conditions relating to the Graduate profile

Qualification outcomes	Conditions	Mandatory or Optional
<b>Core Compulsory</b>		
Core technical knowledge and skills Credits 25		
1	Apply knowledge of the principles and practices of operations, accounting, sales/marketing, HR, and risk management, to support the operational efficiency and effectiveness of the entity.	
2	Contribute in operational contexts to innovation and organisational change within a business entity.	

Core people skills Credits 10		Programmes must include: - written and oral communication - communication with both internal and external stakeholders to the entity.	Mandatory
3	Develop and maintain operational business relationships with stakeholders for efficient and effective performance of the entity.		
4	Research and communicate information for efficient and effective performance of the entity.		
Core cognitive skills Credits 5			
5	Apply problem-solving and decision-making in operational contexts for efficient and effective performance of the entity.		
Core affective skills Credits 8		Programmes must include: - for <i>professional</i> : attitudes, qualities and behaviours; - for <i>ethical</i> : widely accepted standards relating to obeying the law, being honest in dealings and showing respect for individuals, contracts, societal standards and institutions; - for <i>socially</i> : environmental, community and sustainability expectations; - for <i>culturally</i> : interpretations wider than just ethnicity.  Programmes must provide a context of complexity appropriate to the level of the qualification for assessment for this outcome.	Mandatory
6	Manage own and others' learning and performance within an operational context for efficient and effective performance of the entity.		
7	Apply professional and ethical behaviour, in a socially and culturally appropriate manner.		



Core business environment Credits 12		Programmes must include:  - for <i>internal environments</i> : systems, structure, resources, and organisational culture;  - for <i>external environments</i> : government policy, legislation and common law, economic dynamics, technology, sustainable management, and social trends.	Mandatory
8	Analyse the impact of internal and external environments on entities.		
9	Analyse how the origin and nature of the bi-cultural partnership (as embedded in the Treaty of Waitangi) can be applied to business activities and relationships.		
<b>Accounting strand</b>			
Technical knowledge and skills Credits 57			
10	Record and process a wide range of financial transactions. Credits 10		
11	Apply accounting concepts and standards to prepare financial statements and reports. Credits 10		
12	Prepare budgets and monitor business performance against budgets. Credits 10		
13	Analyse and interpret financial information to inform decision-making. Credits 10		
14	Apply tax rules for individuals and small businesses. Credits 5		
15	Determine internal controls to minimise financial risk. Credits 5		

16	Evaluate debtor risk and apply relevant actions to mitigate. Credits 5		
17	Act in accordance with the accounting profession's Code of Ethics. Credits 2		
People Skills Credits 3			
18	Research and communicate technical financial information for a business entity's performance.		
<b>Administration and Technology strand</b>			
Technical knowledge and skills Credits 60			
19	Plan, organise and manage business administration functions, operations, and/or projects, to support management.		
20	Select, apply and support a broad range of current and emerging business technologies to meet business entity needs.		
21	Manage, analyse and evaluate administrative systems and processes; identify and recommend any improvements.		
<b>Leadership and Management strand</b>			
Technical knowledge and skills Credits 40			
22	Identify operational issues and challenges and apply techniques for continuous improvement for efficient and effective performance of the entity.		

23	Contribute to the business planning for efficient and effective performance of the entity.		
24	Lead others to implement activities within the entity's plans, including change, for efficient and effective performance of the entity.		
25	Manage projects within scope, resources, and time.		
People skills Credits 15			
26	Negotiate and positively influence others to achieve the entity's outcomes.		
27	Develop a positive workplace culture and team engagement, for efficient and effective performance of the entity.		
Business environment Credits 5			
28	Promote compliance with internal and external requirements.		
<b>Project Management strand</b>			
Technical knowledge and skills			
29	Select and use project management tools and techniques appropriate to the project(s). Credits 10		
30	Apply project management knowledge to manage the initiation, planning, execution, monitoring and control, and closing of projects. Credits 45		

People skills			
Credits 5			
31	Negotiate and positively influence others to achieve the project's outcomes.		

## Transition information

<b>Replacement information</b>	<p>This qualification replaced the:</p> <ul style="list-style-type: none"> <li>- National Diploma in Business (Level 5) with optional strands in Accounting, Finance, Finance - Māori, Health and Safety Management, Human Resource Management, Māori Business and Management, Marketing, People Development and Coordination, Project Management, Quality Management, and Systems and Resources Management [Ref: 1498];</li> <li>- National Diploma in Business Administration (Level 5) [Ref: 0370];</li> <li>- National Diploma in Project Management (Level 5) [Ref: 1501].</li> </ul>
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People currently working towards the expiring national qualifications may choose to complete that qualification or transfer their results to the replacement New Zealand qualification.

The last date for entry into programmes leading to this qualification is 31 March 2017.

The last date for assessment against the replaced qualification is 31 December 2018.

It is not intended that any existing candidates are disadvantaged by this review. However, anyone who feels disadvantaged should contact the standard setter at:

NZQA Qualifications Services  
 PO Box 160  
 Wellington 6140  
 Telephone 04 463 3000  
 Email [business.qualifications@nzqa.govt.nz](mailto:business.qualifications@nzqa.govt.nz)  
 Website <http://www.nzqa.govt.nz/>

## Republication information

Version 1 of this qualification was republished in May 2016 to extend the last date for entry into programmes leading to the replaced qualification to 31 March 2017.