



New Zealand Institute of Management Inc

CMDHB MANAGERIAL EXCELLENCE PROGRAMME

*Modules count towards the
NZIM DIPLOMA IN MANAGEMENT (ADVANCED)
Dip Mgt (Advanced)*

PARTICIPANT HANDBOOK

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1. THE NZIM MANAGERIAL EXCELLENCE PROGRAMME

The leadership, technical expertise and overall business aptitude required to manage organisations effectively today have increased dramatically. The idea of "business as usual" is gone. Individuals and organisations have to become skilled at seeking out and translating new knowledge into more effective ways of behaving.

Today, more than ever, the destiny of each individual is in their own hands. You must identify and develop the skills that will make you successful. You can seek support from your organisations but don't wait for your organisations to tap you on the shoulder and highlight your development needs.

In this environment, executive education - both knowledge and skill building - has become critical to challenge traditional assumptions and move individuals and organisations successfully into the future. Learning takes time, understanding and a real commitment to both personal and professional development. This programme aims to encourage you to commit to your own development and take responsibility for your own learning.

The NZIM Managerial Excellence programme is designed to meet your specific needs in relation to your organisation. It encourages the practical application of what is being learned through the integration of assessments, work-based project, a reflective journal and presentation.

After successful completion of the entire programme, graduates are awarded the **CMDHB Managerial Excellence Award**. Your organisation will also benefit from the new skills and knowledge which can be utilised and shared in your workplace, as well as the outcomes of a work-based project.

2. THE NZIM DIPLOMA IN MANAGEMENT (ADVANCED) PROGRAMME

The NZIM Diploma in Management (Advanced) (DipMgt (Advanced)) is a nationally recognised qualification in New Zealand. It is on the NZQA National Register of Quality Assured Qualifications and NZIM is accredited to deliver this qualification.

The DipMgt (Advanced) is a qualification which builds on the skills of the NZIM Diploma in Management (DipMgt) and is for those who are or wish to pursue a professional management career.

Normally entrants will have completed the NZIM Diploma in Management (DipMgt) or the New Zealand Diploma in Business (NZDipBus), or their equivalent in other qualifications. However, this is not compulsory.

This programme is also an entry point into advanced qualifications for middle or senior managers wishing to provide conceptual rigour for their experiences. You may enter on evidence that you have the practical competence, skills and experience to enable you to benefit from the challenges provided by this programme.

The NZIM DipMgt (Advanced) is an approved Level 6 qualification. The programme is also referred to as Managerial Excellence (MEX). The MEX programme has a focus on skills for professional managers, and serves as a link between management theory and practice. The MEX programme comprises eight (8) modules, and each represents a nominal 200 hours of learning. The programme involves course participants in 16 face-to-face learning contact days, eight (8) assessments, one (1) project, one (1) presentation and one (1) reflective journal. As part of the CMDHB programme you will be completing six (6) of the eight (8) modules required to complete this Diploma and you are only required to complete an additional two (2).

Goals

- 1 The goals for this programme are to provide high-level generic management and leadership skills appropriate for a professional manager. These skills may include:
 - Planning and Project Management
 - Organisational Leadership
 - Strategic Leadership
 - Operational Management
 - Economic and Financial Management
 - Quality Improvement (Quality Management)
 - Change Management
 - Marketing Management
 - Information Management
 - Business Communication
 - Human Resource Management
- 2 To ensure people within positions of leadership and management enhance their professional capabilities.
- 3 To provide opportunities for strategic research, planning and evaluation of business opportunities.

- 4 To ensure people in leadership and management positions have qualifications that recognise their capability, here and overseas.

This qualification is owned by the New Zealand Institute of Management Inc. It has been developed in association with polytechnics, universities and business advisory bodies to meet the needs of people in or entering in middle or senior management positions.

Graduate profile

A Diploma in Management (Advanced) graduate will show:

- the ability to undertake a range of management roles in an organisation
- the ability to plan and implement a marketing strategy
- an understanding of systems development and management
- an understanding of legal and financial constraints and requirements for running a business
- the ability to anticipate, plan and strategise for the future
- the ability to communicate in a clear and concise manner.

Graduates are likely to be working in middle or senior management or leadership roles in public, private or non-profit organisations.

Programme requirements and assessments

All participants are required to:

- attend no less than 16 days (of the 18-day programme)
- complete and receive a pass result in all assessments
- complete a major work-based project
- complete a reflective journal
- complete and present a formal presentation.

3. CMDHB programme

The CMDHB in-house programme incorporates the following modules:

- Quality Improvement (Quality Management) (993)
- Applied and Project Management (936/992)*
- Leadership (930)*
- Change Management (962)
- Special topic (Communications) (990)

Successful completion of two of the additional modules as part of the NZIM Northern public programme are outlined below and entitle participants to graduate with the Diploma in Management (Advanced) Level 6. Schedules of these additional workshops can be found on the NZIM Northern website:

- Strategic Management (994)
- Operations Management (932)
- Human Resource Management (933)
- Marketing Planning and Control (948)

** Leadership and Applied and Project Management are compulsory papers within this qualification.*

4. COURSE DESCRIPTIONS

Leadership (930)

By the end of this module students will be able to:

- understand the relationship between leadership and management
- develop leadership abilities within themselves
- identify and promote concepts of leadership within business environments
- understand the relationship of leadership and social responsibility.

Strategic Management (994)

By the end of this module students should have:

- completed a detailed business plan and implementation strategy for a business
- detailed the processes they used to plan, develop and implement the business plan.

Applied Management (936) (Combined with Project Management)

By the end of this module students should have:

- completed a team workplace project in which they carry out an investigation using appropriate research instruments, analyse data, prepare a written report and an oral presentation
- detailed the roles and processes they used to complete the project, including their contributions and the effectiveness of the team.

Project Management (992) (Combined with Applied Management)

By the end of this module students should have:

- completed a substantial workplace project involving a team of up to ten people, from the initiation to the evaluation and reporting
- documented the processes involved in the proposal, planning, implementation and review of the project.

Human Resource Management (933)

By the end of this module students should be able to understand the basic functions and apply the skills of a human resource manager, including:

- job analysis
- recruitment and selection
- training and development
- performance management
- remuneration and rewards
- health and safety.

Marketing Planning and Control (948)

By the end of this module students should be able to:

- complete a situation analysis through a comprehensive research exercise into an established industry
- establish marketing objectives, strategies and tactics for an existing business
- produce a marketing plan for a business, including specific activities and timelines, as well as an itemised budget
- show how they would monitor and control the implementation of the plan.

Change Management (962)

By the end of this module students should be able to:

- analyse the process of change in organisations
- identify strategies that manage change effectively
- develop processes that enable organisations and the people in them to embrace and promote positive change.

Operational Management (932)

By the end of this module students should be able to:

- demonstrate an understanding of operations management
- demonstrate the use of quality improvement tools and techniques to improve operations
- collect, collate and use operations data
- apply principles and practices for the design and specification of products, services, processes and systems
- measure the performance of operations systems
- apply resource planning processes
- apply processes for the scheduling and control of processes, activities and inventories.

Communications (Special topic 990)

By the end of this module students should be able to:

- demonstrate and apply an understanding of the theories and process underpinning communication in a business setting
- demonstrate and apply an understanding of the influence of their own and others' self concept, perception and culture on the communication process
- demonstrate and apply an understanding of interpersonal communication skills in a business setting
- demonstrate oral presentation and writing skills that are clear, concise, courteous and correct, using currently recognised business formats
- demonstrate and apply an understanding of how effective communication management influences organisational performance.

Quality Improvement (Quality Management) (993)**

By the end of this module students should have:

- completed a review of quality improvement (management) systems in a business, including suggestions for improvement of the systems, if required
- documented the processes and decisions made in implementing the review of the business.

*** In-house option only.*

5. ASSESSMENT

You will be assessed through the development and implementation of a project, a journal and modular assessments (assigned after each module) which you submit on or before the due dates. It is essential you keep the journal and additional evidence up to date as the programme progresses. Your journal, project report and assessments will be assessed by an NZIM-approved assessor. It is likely that the assessor will be your course facilitator or another NZIM qualified assessor.

Your facilitator(s) may require you to complete other activities or to produce other material for assessment. You may be required to have an assessment interview with the assessor. During the interview, you will be asked questions about material you have submitted for assessment; you will be able to answer the questions orally.

One of the following grades will be awarded for each assessment, presentation and final project report:

A+ = 85 and above

A = 75-84

B+ = 70-74

B = 60-69

C = 50 -59

D = 0-49

P = pass

F = fail

It is our intention to have the assessments and the project marked and returned prior to the commencement of the next workshop. Please assume a four (4) week turnaround time.

See *Appendix 10* for grading criteria information.

6. STRUCTURE OF THE DIPLOMA

The Diploma has nine (9) modules/papers made up of 18 face-to-face components over a 12 month period. The modules have been developed around the competencies (skills) that are expected of a professional manager. The CMDHB MEX programme covers six (6) of the nine (9) modules.

7. THE REFLECTIVE JOURNAL

The journal is a personal log of your progress through the course and contains records, documentation and/or notes you gather during the programme. The material in your journal may provide evidence for assessment (depending on what your facilitator(s) have specified during the programme).

The journal is a very important document, and you need to be fully aware of its significance. Your facilitators will discuss various aspects during different sessions, including what sort of material could be included in the journal as appropriate evidence.

There is no specified format for the journal. However, it must be legible and clearly indexed so that the assessor is able to easily locate the evidence for each unit.

The journal is a personal document and is confidential to you and the assessor. It is not available to your employer.

8. THE PROJECT

The project provides an opportunity for you to apply the management principles and tools learnt during the facilitated sessions. It should have an effect in relation to your workplace, which should be through a quality improvement or change. The project should not simply be descriptive.

The project should:

- be based on the topics and outcomes of the modules in the programme
- should refer to management principals and quality improvement tools
- be a business problem or organisational need that includes application of research and quality improvement tools. The problem may be an issue regarding resources, organisational structure, business processes, staff, culture, or other organisational issue
- demonstrate application of research tools, data analysis skills, problem solving techniques, and evaluation methods of possible alternative solutions
- be within the scope of your authority and involve a team
- be suitable for presentation to your senior management team
- be achievable and manageable within the time given to complete the report.

Before starting a project, you must complete the Project Proposal Form in *Appendix 1*, which is then signed-off by your manager and then by the assessor.

9. THE PROJECT REPORT

Your project will involve a work-based topic with a desired set of outcomes, a timeline and performance measures. The project proposal will be discussed and approved by your manager or project sponsor and the programme facilitator(s) to ensure it meets workplace competency requirements. The project dimensions and proposed project plan will be outlined and signed off in the Project Proposal Form.

Throughout the project, the project proposal will be revisited to ensure the project is on track and all parties still agree on the project outcomes and direction. If required, the proposal can be altered to reflect any agreed changes. A formal report on the project outcomes is to be presented to your manager and the programme facilitator(s) for assessment.

The project report should be in the form of a business report. It must bound (e.g. spiral bound), typed and have the pages numbered. The length of the report should be a minimum of **5,000** words, excluding appendices.

The project must be supported by your manager or project sponsor. The final project report is public and is available to your employer.

The project report should contain sections as listed below:

1 Title page

Show:

- the report title
- a brief statement of the subject of the report – e.g. “An investigation into health providers in the wider Auckland region”
- your name
- the name of your project sponsor (your manager or supervisor)
- the date the report was completed.

2 Table of contents

List all the main headings and subheadings contained in the report in the order in which they are presented, and quote the page number for each.

3 Executive summary

Give the reader an overview of what the report is about. It should provide a brief summary of the purpose of the project, how it was conducted, and what the outcomes of the project were (for example, “recommendations for future action are made”). The executive summary should be no longer than one page. Although it appears at the beginning of the report, it should be written last.

4 Acknowledgements

Acknowledge all those who have provided information and/or assistance, and state specifically what the involvement of each person was.

5 Introduction

Provide a concise outline of what you have chosen to do. It could include:

- why the subject for the project was chosen
- major issues that were identified in choosing the subject
- the specific aims of the project – what it was intended to achieve
- the boundaries and scope of the project.

6 Methodology

Describe in some detail how you conducted the investigation – e.g. questionnaires, interviews, observations.

7 Body of the report

Give:

- the evidence that resulted from the investigation
- discussion of the evidence – this is one of the most important parts of the report and needs to be prepared carefully
- the findings – what the evidence showed
- summaries of matters contained in any appendices (see section 11 below) - for example, tables of data (with the actual data listed in the appendix).

8 Conclusions

Restate the aims and state what conclusion you reached in relation to each aim. In this section, you could provide your conclusions to any work related to the topic that has been done by others, and you could suggest further investigations that could be carried out, either because you did not have time, or because they were suggested as a consequence of your work.

9 Recommendations

Address the question “What happens now?” Your recommendations should relate only to the work that you have done. They may discuss an implementation process and/or address implementation issues.

10 Bibliography

List the resources used.

The standard format for bibliographical referencing is as follows:

- author(s)
- year of publication (in brackets)
- title
- location of publisher
- publisher
- edition, if relevant.

The following gives a specific example. Note that no italics or underlining are used.

Smith, A. J., and Brown, Pat. (2003). The principles of management. Wellington: Best Publishing Company Ltd. 3rd edition.

11 Appendices

Appendices include detailed material that is significant to the report but that would interrupt the flow of the report for the reader. Material that may need to be referred to more than once may also be put into an appendix to save repeating it. Aspects of the project that could be put into an appendix include questionnaires, details of survey methodology, or details of data that were collected.

10. MODULE ASSESSMENTS AND ASSESSMENT POLICY

You are required to ensure that all module assessments are completed as part of your evidence and that all verification forms are signed off. You will find these incorporated as part of your assessments during the programme. These should be handed in on the due date.

Please note the Privacy Act requirement under *section 14 Submission of journal, project report and other evidence.*

10.1.1 Assessment policy

The NZIM assessment policy is in place to ensure all participants are treated fairly while undertaking any qualification programme.

Each module you undertake will have an assessment requirement and your facilitator/assessor and NZIM key contact person will discuss these with you at the start of each programme.

To successfully obtain your qualification you must submit and pass each assessment requirement within a set time frame.

10.1.2 Instructions for completing assessments

- You must complete all the assessments tasks.
- It is preferred that your assessments are completed in size 12 font, however please check the individual assessment for details.
- Attach the cover sheet provided with each assessment to the front of your assessment and ensure all areas are completed. Complete the box where you need to sign your name to acknowledge the submitted work provided is your own, except where specifically acknowledged.
- Each task should be clearly labelled and started on a new page.
- All supporting documents/evidence must be clearly linked by label (annotation) to the task to which it relates.
- Please bind your completed assessment (including supporting documents/evidence) to avoid any parts of your assessment going astray.
- Take a copy of your assessment before sending to NZIM. In the unlikely event of it going missing, you still have a copy and will not need to repeat the whole assessment again. NZIM will not take responsibility for any lost assessments.
- Your facilitator will advise the assessment due date or you can refer to the due date on the programme timetable.
- Return your assessment by post, or courier to the NZIM regional office where you are attending the programme. Alternatively you can submit electronically in PDF format to your NZIM contact person.

Postal address:

Attention: (enter your NZIM programme manager name)
NZIM Northern
PO Box 6600
Wellesley Street
AUCKLAND 1141

Courier address:

Attention: (enter your NZIM programme manager name)
NZIM Northern
DLA Philips Fox Tower (Level 4)
209 Queen Street
AUCKLAND

- Late submission of assessments incurs a 10% penalty per day.
Example: assessment handed in two days late, overall mark awarded was 78% - first day 10% penalty (7.8) = 70.2%, less second day 10% penalty (7.02) = 63.18% which would be rounded to 63%.

Note: *This part of 10.1.2 is still under review with NZIM national office (as at May 2009,) as it is currently only applicable to graded assessments e.g. A, B, C.*

- Assessments should be completed within the time frame the programme runs. If your assessments are submitted after the entire programme has been completed, a late fee of \$30+GST to cover administration costs, will apply for each assessment.

See 10.1.6 for additional conditions.

If you require any further clarification on requirements for completing your assessment, please contact your NZIM representative.

10.1.3 Procedure for failed result

Should your assessment come back with failed (less than C) result, you will have the opportunity to resubmit your assessment. There is only one resubmission per module permitted. A resubmission date will be discussed with you, your facilitator and NZIM contact person. As part of your resubmission you may be required to attend an interview.

The late submission penalty of 10% per day still applies for resubmitted work starting from the new submission date agreed.

10.1.4 Procedure for failed result after resubmission

Should your assessment come back with a failed result after your maximum resubmission, NZIM maintains the discretion to make further recommendations with regard to:

- additional resubmission
- removal from programme.

NZIM will discuss their recommendations in detail with facilitators concerned, participant, participant's organisation (including sponsor). Consideration may include:

- any supporting documentation (e.g. health, redundancy etc.)
- commitment to programme
- facilitator feedback
- interview
- organisation feedback (manager, sponsor etc.).

All agreed outcomes may require to be signed off by both the NZIM Regional Learning & Development Manager, NZIM contact person, participant, organisation contact and/or sponsor.

10.1.5 Extensions

Where a participant is unable to hand in an assessment on the due date because of illness or exceptional circumstances, then they may apply for an extension.

If you require an extension:

- Extensions must be requested as soon as possible using the “Assessment Extension Form” (see *Appendix 5*).
- Your request must be sent to your NZIM contact person no later than 24 hours before the due date.
- If you are requesting an extension longer than up to five working days (maximum of two weeks), you will need to get your manager to sign the form.

Assessments should be completed within the time frame the programme runs. If your assessments are submitted after the entire programme has been completed, a late fee of \$30+GST to cover administration costs, will apply for each assessment.

Assessment extensions are at the discretion of NZIM in the region the programme is running.

10.1.6 Additional costs/conditions

Any additional costs incurred due to late submissions or resubmits will be passed directly on to the participant.

Verified results will be withheld until full fees and/or outstanding fees are paid in full.

10.1.7 Assessment management by NZIM

NZIM facilitators/assessors mark all assessments using a “marking form” which includes:

- constructive feedback to each participant
- participant grade and/or mark recorded
- facilitator signature and date.

The facilitator attaches the hard copy form to the front of each assessment. The facilitator has responsibility for returning the assessments back to NZIM by the due date. Turnaround for assessments is approximately four (4) weeks.

Assessments returned to NZIM are managed in the following way:

- Participant results are recorded in the programme spreadsheet.
- Three assessments from each module are copied and stored for moderation and auditing purposes (1 x high score, 1 x mid and 1 x low).
- Copies are electronically stored in the moderation folder.

- Marked assessments are returned to participants at next session or, if programme completed, sent to their work address.

11. RECOGNITION OF PRIOR LEARNING

This section has been included for your information. Should you require any clarification on this section please contact your NZIM representative.

11.1 Recognition of Current Competency

Recognition of Current Competency (RCC) is used to assess a participant's current skill set and knowledge. This assessment method is often used when a participant has been in the same job for a number of years without any formal recognition of their skills. They are currently demonstrating all the required skills at a competent level, which is required to complete the qualification.

The RCC process involves putting a portfolio together that contains:

- a current curriculum vitae
- current job description
- copies of current performance reviews
- copies of relevant certificates/diplomas/degree
- copies of relevant courses/seminars attended
- references/referees
- observations, questionnaires, Third Party Verifications, workplace documents, etc.

There is a fee to have this type of assessment completed. Please contact your NZIM representative to discuss this further.

11.2 Recognition of Prior Learning

Recognition of Prior Learning (RPL) is used to assess a participant who has acquired the skills and knowledge in the past. Their competencies are recognised, regardless of when, how and where the learning occurred, and may be counted towards a qualification.

The RPL process involves putting a portfolio together that contains:

- a current curriculum vitae
- copy of job description(s)
- copies of performance reviews
- copies of relevant certificates/diplomas/degree
- copies of courses/seminars attended
- references/referees
- questionnaires, Third Party Verifications, etc.

There is a fee to have this type of assessment completed. Please contact your NZIM representative to discuss this further.

11.3 Credit transfer

Credit transfer happens when a training provider recognises part(s) of a qualification you have achieved through another training provider.

The part(s) that is/are recognised can be credited towards the new qualification, reducing the amount of work you need to do to complete it.

You can benefit from a credit transfer if you have:

- completed a similar qualification at the same level , through another training provider
- studied overseas and attained a similar qualification at the same level.

The credit transfer process:

- Complete the Credit Transfer Application Form.
- Provide your official documents with the Application Form:
 - the original copy of your results or a witnessed copy of the official document (must be witnessed by an NZIM representative or someone approved by NZIM)
 - a copy of your certificate/diploma/degree
 - a copy of the qualification outline with learning outcomes (you may need to contact your previous training provider for this information).
- Forward all the above documents to NZIM.
- You will be notified in writing of the outcome once your application has been reviewed.
- If your application is successful, the parts recognised will be credited on your learning records with NZIM.
- If your application is unsuccessful, you may appeal the decision. Please refer to the appeals process in your handbook. See *section 17 Complaints and appeals*.

There is a fee to have this type of assessment completed. Please contact your NZIM representative to discuss this further.

11.4 Cross crediting

Cross crediting is when you have already completed a unit standard(s) or paper(s) as part of one qualification, and it appears in another qualification you would like to complete. Rather than having to repeat the unit standard(s) or paper(s), you can apply to have them cross credited to the new qualification.

The cross crediting process:

- Complete the Cross Credit Application Form.
- Provide your official documents with the Application Form:
 - if unit standard based, a copy of your NZQA Record of Learning (available through NZQA)

- if paper based, an official copy of your statement of achievement (transcript) or a witnessed copy of this official document (must be witnessed by an NZIM representative or someone approved by NZIM).
- Forward all the above documents to NZIM.
- You will be notified in writing once your application has been approved.

There is an administration fee per qualification. Please contact your NZIM representative to discuss this further.

12. REFUNDS

Information regarding our refunds policy is available on our website. Our refunds policy is validated by NZQA and aligned with our other NZIM regions. Further details of our refunds policy are also located in our Quality Management System (QMS). If you require further information regarding our refunds policy, or have questions in relation to the refund process, please discuss this with your NZIM contact/programme co-ordinator.

13. FORMAL PRESENTATION

At the end of the programme you will be required to do a formal presentation on your project's purpose, process and outcomes. Your presentation skills will be assessed at this point.

The formal presentation day includes an invitation to your manager and/or your project sponsor.

Further information regarding the formal presentation will be discussed on day one of the programme.

14. SUBMISSION OF JOURNAL, PROJECT REPORT AND OTHER EVIDENCE

Complete the Assessment Form (*Appendix 2*), which acknowledges that the work is your own and the Project Assessment Form (*Appendix 3*) and submit them with your journal and project. Your programme facilitator(s) will give you details of what to do with the forms. Complete each form according to the instructions on the form. The Assessment Form (*Appendix 2*) is essential for the assessor and must be completed accurately. Your submission will not be accepted without it, and if it is incomplete or difficult to follow, it may be returned to you to clarify.

Submit the completed and signed Project Proposal Form (*Appendix 1*) with your project report.

All material(s) for assessment must be submitted by the date shown in the timetable which is provided as a separate handout with this programme.

To avoid breaching the Privacy Act, the material you submit should not reveal the name or any personal details of any other party, unless that party has given express

permission. In ensuring that personal information is not revealed, you need to make sure that the assessor will still be able to determine that you have the specified skills.

After you have submitted your evidence, your assessor may have an assessment interview with you and ask you questions about the material you have submitted. If you have an assessment interview, you will be able to answer the questions orally. Your assessor may also return the journal and ask you to provide more evidence.

If the assessor is satisfied that all requirements for each element of a unit have been met, he/she will complete the appropriate box of the Project Assessment Form (*Appendix 3*). When all nine (9) modules, presentation, journal and project have been completed and passed, you are eligible to be awarded the diplomas and certificate – see *section 18*.

15. PLAGIARISM

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism may include the presentation of another person's work as if it was your own, including published or unpublished work, material from the internet, or work from other participants or facilitators, without correct acknowledgment and referencing.

Full details regarding our policy on plagiarism are located on our website www.nzimnorthern.co.nz

16. OTHER FORMS

There are a number of forms at the end of this handbook.

- *Project Proposal Form* – should be submitted with your interim report and terms of reference
- *Assessment Form* – to be submitted with each assessment
- *Programme Withdrawal Form* – to be completed if you wish to withdraw
- *Change of Details Form* - to be completed if any of your personal details change
- *Assessment Extension Form* – to be completed if you require an extension on assessments
- *Cross Credit and Credit Transfer Forms*.

See each form for specific details. Completed forms are to be sent to the NZIM Northern Programme Manager.

17. COMPLAINTS AND APPEALS

We welcome any feedback about our programmes, and if you have any concerns, then we really want to know. We assure you that we take all concerns or complaints seriously and make every endeavour to resolve them satisfactorily.

If you have any complaint about the programme, you should discuss the matter with your programme administrator in the first instance. You may wish to ask your manager or supervisor to do this on your behalf. In most cases the issue you have will be resolved at that point.

If you are unable to resolve the matter through that discussion, you need to make a formal complaint to the Learning & Development Manager of the NZIM regional office that administers your programme. Your complaint will be logged in the NZIM complaints register and you will be contacted with a view to formal resolution. Any resolutions will be confirmed with you in writing.

If the matter is then still unresolved, you may contact the Complaints Officer at the New Zealand Qualifications Authority, PO Box 160, Wellington, phone 04 802 3000. Note that you must follow the previous steps before contacting the Qualifications Authority.

If you receive an unsuccessful result for the assessment of any aspect of the programme, you may appeal the outcome if you think you have not been assessed fairly. You can appeal only on the grounds that the assessor did not recognise the quality of your work in relation to the elements and performance criteria in the units/tasks. In the first instance, you must contact the Learning & Development Manager of the NZIM regional office that administers your programme, within two weeks of receiving the assessment result. You will be asked to provide grounds for your appeal in writing. The Learning & Development Manager may ask the original assessor to review the assessment or may arrange for another assessor to review or reassess your assessment, or may ask you to submit more evidence.

18. RECEIVING YOUR DIPLOMA

When you have completed the assessment requirements, the assessor will forward the necessary documentation to NZIM. NZIM will print your NZIM Diploma in Management (Advanced) showing the name you provided on your registration form.

You will be invited to a graduation ceremony and be awarded your Diploma as well as your Associate Fellow Certificate.



APPENDIX 1: PROJECT PROPOSAL FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) PROJECT PROPOSAL FORM

Surname: _____

Given names: _____

Postal address: _____

Phone: _____ (h) _____ (w) _____ (m)

Email contact: _____

Expected total time that the project will take: _____

Proposed project completion date: _____

I, _____, declare that the enclosed assessment is my own work except where specifically acknowledged.

Signature: _____

Date: _____

Due date:

<p>Project topic:</p> <p>_____</p> <p>_____</p>
--

<p>Project objectives:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
--



TO BE COMPLETED BY THE PARTICIPANT'S MANAGER

Comments:

I understand the nature of the NZIM Managerial Excellence Programme (NZIM Diploma in Management (Advanced)) and agree to the participant undertaking this project.

Name: _____

Signature: _____ **Date:** _____

TO BE COMPLETED BY THE ASSESSOR

Programme number: MEX

Partial Grade:

Comments:

I approve participant undertaking this project as described in this document.

Name: _____

Signature: _____ **Date:** _____



APPENDIX 2: SAMPLE ASSESSMENT AND FEEDBACK FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) ASSESSMENT AND FEEDBACK FORM

Please ensure a form is submitted with each assessment. You will be provided with a copy of this form with each individual assessment.

<p>Programme number:</p> <p>Programme module name:</p> <p>Facilitator:</p> <p>TO BE COMPLETED BY THE PARTICIPANT</p> <p>Participant name: _____</p> <p>Company: _____</p> <p>Due date: _____</p> <p>Received date: _____</p> <p><i>I, _____, declare that the enclosed assessment is my own work except where specifically acknowledged.</i></p> <p><i>Signature:</i> _____</p> <p><i>Date:</i> _____</p> <p>TO BE COMPLETED BY THE ASSESSOR</p> <p>Module Grade : _____</p> <p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Name: _____</p> <p>Signature: _____ Date: _____</p>
--

APPENDIX 3: PROJECT ASSESSMENT FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) PROJECT ASSESSMENT FORM

Participant to complete

Complete the first three boxes below and attach this form to your DipMgt (Advanced) Project. If you wish receipt of your project to be acknowledged, tick the box in the Acknowledgment of Receipt of Project section at the bottom and secure a 50 cent postage stamp to the form.

Before sending your project, please take a copy for your reference.

Direct any enquiries to your NZIM representative or your organisation contact.

Forward your project to your NZIM representative.

Workplace assessor	_____
Participant's name	_____
Address	_____ _____ _____ _____
Business phone no.	_____
Mobile phone no.	_____
Email address	_____
Project due date	_____

I, _____, declare that the enclosed project is my own work except where specifically acknowledged.	
Signature: _____	Date: _____

Acknowledgment of receipt of project

Do you wish receipt of your project to be acknowledged?	
---	--

Assessor to complete

<p>The NZIM Managerial Excellence Project has been received.</p> <p>Signature: _____ Date: _____</p>
--

Final assessment results

A+ = 85 and above	B = 60-69	P = pass
A = 75-84	C = 50 -59	F = fail
B+ = 70-74	D = 0-49	

(P = Minimum Grade C is required)

Module	Project Conception	Project Development	Project Execution	Project Finish	Final Project Report	Journal
Result						

Assessor comments:

<p>Assessor's signature: _____ Date: _____</p>
--



APPENDIX 4: PRESENTATION ASSESSMENT FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) PRESENTATION ASSESSMENT FORM

Complete the first two boxes below and present this form to your facilitator on your presentation day.

Before handing in any associated notes (including PowerPoint slides), please take a copy for your reference.

Direct any enquiries to your NZIM representative or your organisation contact.

NB: Your presentation will be recorded and a copy will be given to you at completion. Please ensure you keep a copy of this DVD for a period of 12 months for audit purposes.

Participant to complete

Workplace assessor	_____
Participant's name	_____
Address	_____

Business phone no.	_____
Mobile phone no.	_____
Email address	_____
Project due date	_____

I, _____, declare that the presentation I am giving and associated notes are my own work except where specifically acknowledged.

Signature: _____ Date: _____

Assessor to complete

The NZIM Managerial Excellence presentation has been received/presented and recorded:

Signature: _____ Date: _____

Presentation results (as part of the communication paper)

A+ = 85 and above
 A = 75-84
 B+ = 70-74

B = 60-69
 C = 50 -59
 D = 0-49

P = pass
 F = fail

(P = Minimum Grade C is required)

	Knowledge of topic 2 marks	Delivery of content 4 marks	Audience engagement 3 marks	Voice 3 marks	Stance & presence 2 marks	Visual aids 4 marks	Handling of questions 2 Marks	Final Presentation Score Out of 20
Result								

Assessor comments:

Assessor's signature: _____	Date: _____
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APPENDIX 5: ASSESSMENT EXTENSION FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) ASSESSMENT EXTENSION FORM

To be completed when a participant wishes to apply for an extension. Form is to be sent to your NZIM contact person.

SECTION I – to be completed by participant

Programme name: _____

Programme number: _____ Region: _____

Name: _____

Home address: _____

Phone number: _____

Employer: _____

Location of employer: _____

Reason(s) why the extension is being requested:

Signature: _____ Date: _____

Do you have any supporting documentation e.g. doctor's certificate? YES NO
(If yes, attach the supporting documentation.)

Doctor's certificate

Death notice

Other _____

Notes for participants

- 1 Extensions are subject to approval of the NZIM regional office holding the programme.

- 2 Extensions may be subject to conditions. You will be advised in writing if this is the case. These conditions are outlined in the NZIM assessment policy.
- 3 Your NZIM contact person for the region holding the programme will advise you if your request for extension has been approved or declined, and if there are any additional conditions/requirements associated with the decision.

SECTION II – to be completed by the participant’s employer

We acknowledge that this participant has spoken to us with regard to their request for extension and the circumstances outlined in section 1 are true and accurate.

Do you have any additional supporting documentation e.g. email, letter? YES NO
(If yes, attach the supporting documentation.)

Letter

Email

Other _____

Company programme sponsor

Name: _____

Signature: _____

Date: _____

Participant’s people leader

Name: _____

Signature: _____

Date: _____

SECTION III – to be completed by NZIM (for extension approval/decline)

The extension is approved/declined.

Programme number : _____ / _____

Participant notified that extension is approved/declined (date): _____

Conditions of the extension **approval** (note that any conditions must be given to the participant in writing): _____

Reasons for the extension **decline** (note that any conditions must be given to the participant in writing): _____

Name: _____

Signature: _____

Date: _____

SECTION IV – to be completed by NZIM for the region to which extension is approved/declined and where exceptional circumstances have had influence.

The extension is approved/declined.

Programme number : _____ / _____

Reasons: _____

Name: _____ Position: _____

Signature: _____

Date: _____

Conditions of the extension being approved/declined (note that any conditions must be given to the participant in writing):

Additional supporting signatures: (may include participant, manager, facilitator, external representative etc.)

Name: _____ Position: _____

Signature: _____ Date: _____

Name: _____ Position: _____

Signature: _____ Date: _____

Name: _____ Position: _____

Signature: _____ Date: _____

To be filed by the NZIM programme manager for the region in which the extension request was made. Copy must be electronically filed for audit purposes.



APPENDIX 6: PROGRAMME WITHDRAWAL FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) PROGRAMME WITHDRAWAL FORM

To be completed when a participant wishes to withdraw from an NZIM Diploma programme, and sent to the NZIM Regional Learning & Development Manager. **Please note the full cost of course will be charged if you choose to withdraw from the programme at any stage.**

SECTION I – to be completed by participant

Name: _____

Home address: _____

Phone number: _____

Employer: _____

Location of employer: _____

Reasons for withdrawal: _____

SECTION II – to be completed by the participant’s employer

We acknowledge that this participant has withdrawn from the specified NZIM Diploma programme.

Company programme sponsor

Name: _____

Signature: _____

Date: _____

Participant’s people leader

Name: _____

Signature: _____

Date: _____

SECTION III – to be completed by NZIM Learning & Development Manager

Programme number : _____ / _____

NZIM national office advised: _____ (date)

Name: _____

Signature: _____

Date: _____

To be filed by the NZIM Learning & Development Manager when all actions have been completed.



APPENDIX 7: CHANGE OF DETAILS FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) CHANGE OF DETAILS FORM

The relevant section(s) to be completed by a participant when personal details of that participant, the company sponsor or the participant's people leader change, and sent to the NZIM Learning & Development Manager.

Name: _____

Employer: _____

Programme start date: _____ Programme number (if known): _____

PERSONAL DETAILS

Name: _____

Home address: _____

Ph: _____ (h) _____ (w) _____ (mob)

COMPANY SPONSOR DETAILS

Name: _____

Official position: _____

Ph: _____ (w) Email: _____

PEOPLE LEADER DETAILS

Name: _____

Official position: _____

Ph: _____ (w) Email: _____

SIGNATURE

I certify that the information I have provided in this form is correct.

Signature: _____ Date: _____

APPENDIX 8: FULL DESCRIPTORS

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) FULL DESCRIPTORS

The NZIM Advanced Diploma in Management contains a mixture of local NZIM papers approved by NZQA and papers drawn from the New Zealand Diploma in Business – nationally approved NZQA papers. Where the relevant paper is a locally approved NZIM paper, the following is set out below:

- aim of the paper
- learning outcomes
- assessment criteria.

Where the relevant paper is drawn from the NZ Diploma in Business, only the learning outcomes are shown. The assessment criteria can be found in the NZQA National Prescriptions for the New Zealand Diploma in Business. These prescriptions can be found on the NZQA website.

992 Project Management

Aim

To provide the knowledge and skills to carry out a substantial workplace project involving a team of up to ten people.

Learning outcomes

By the end of this module students should have:

- completed a substantial workplace project involving a team of up to ten people, from the initiation to the evaluation and reporting
- documented the processes involved in the proposal, planning, implementation and review of the project.

Assessment criteria

Students will be expected to:

- Demonstrate knowledge of the principles of project management.
- Complete a proposal for a suitable substantial workplace project that documents the processes that will be involved in the planning, implementation and review of the project.
- In teams of up to ten people, complete the project through the stages of initiation, execution and closure.
- Document the processes involved in carrying out the project.
- Maintain a reflective journal on their personal learning during the process, highlighting any difficulties they might have experienced and how these might be overcome.

- Present a written and oral report on the workplace project to relevant management of the workplace, including an evaluation of the completed project.
- Provide an evaluation of individual contributions to the team and an appraisal of team dynamics in the carrying out of the project.

993 Quality Improvement (Quality Management)

Aim

To provide the knowledge and skills to evaluate and implement quality improvement systems in a business.

Learning outcomes

By the end of this module students should have:

- completed a review of quality improvement systems in a business, including suggestions for improvement of the systems if required
- documented the processes and decisions made in implementing the review of the business.

Assessment criteria

Students will be expected to:

- Demonstrate knowledge of a range of quality improvement options and systems in a business.
- Review and evaluate existing quality improvement systems in a business and make recommendations for improvement if necessary.
- Document the processes involved in carrying out the review and evaluation.
- Maintain a reflective journal on their personal learning during the process, highlighting any difficulties they might have experienced and how these might be overcome.
- Present a written and oral report on the review and evaluation of existing quality improvement systems to relevant management of the workplace, including recommendations for improvement where appropriate.

994 Strategic Management

Aim

To provide knowledge and skills to be able to plan and implement effective strategic management.

Learning Outcomes

By the end of this module students should have:

- completed a detailed business plan and implementation strategy for a business
- detailed the processes they used to plan, develop and implement the business plan.

Assessment criteria

Students will be expected to:

- Demonstrate knowledge of the principles of strategic management and a range of relevant tools that can be employed in the strategic management process.
- Conduct a strategic analysis of a business with reference to the external and internal environments and the mission and goals of the organisation.
- Develop a range of strategic options for the business, evaluate these against standard criteria and choose the best strategy for the business to adopt.
- Develop an implementation plan for the chosen strategy, showing how the strategy will be translated into actions or tasks. Include in the implementation plan a strategy for achieving support and buy-in from relevant stakeholders of the organisation.
- Document the processes involved in developing the strategic plan.
- Maintain a reflective journal on their personal learning during the process, highlighting any difficulties they might have experienced and how these might be overcome.
- Present an oral and written report to relevant management of the organisation on the strategic plan.

962 Change Management

Aim

To provide knowledge and skills for the understanding and application of the process of change within organisations.

Learning outcomes

By the end of this module students should be able to:

- analyse the process of change in organisations
- identify strategies that manage change effectively
- develop processes that enable organisations and the people in them to embrace and promote positive change.

Assessment criteria

Students will be expected to:

- Demonstrate knowledge of change management within organisations.
- Explain why change may be necessary in a business operation with reference to both external and internal forces.

- Describe what factors will influence the way different individuals and or groups may respond to change and explain the reasons for their influence, including why some people are resistant to change and the challenge of organisational culture in a major change.
- Describe and evaluate standard approaches to change, including incremental and deliberate change, organisational development and learning, top down-bottom up approaches.
- Describe and evaluate various models of actively managing a change process effectively, including the role of a change agent.
- Develop strategies and processes to enable organisations and the people within them to overcome resistance to change and embrace change in a positive light.
- Analyse an actual change process within an organisation and evaluate its effectiveness in meeting its goals. Suggest how the process might have been improved.

990 Special Topic – Business Communication

Aim

To allow students to undertake a special study relevant to an important aspect of management or leadership approved by NZIM.

PAPERS DRAWN FROM THE NZ DIPLOMA IN BUSINESS

930 Leadership (630)

By the end of this module students will be able to:

- understand the relationship between leadership and management
- develop leadership abilities within themselves
- identify and promote concepts of leadership within business environments
- understand the relationship between leadership and social responsibility.

936 Applied Management (636)

By the end of this module students should have:

- completed a team workplace project in which they carry out an investigation using appropriate research instruments, analyse data, prepare a written report and an oral presentation
- detailed the roles and processes they used to complete the project, including their contributions and the effectiveness of the team.

932 Operations Management (632)

By the end of this module students should be able to:

- demonstrate an understanding of operations management
- demonstrate the use of quality management tools and techniques to improve operations
- collect, collate and use operations data
- apply principles and practices for the design and specification of products, services, processes and systems

- measure the performance of operations systems
- apply resource planning processes
- apply processes for the scheduling and control of processes, activities and inventories.

933 Human Resource Management (633)

By the end of this module students should be able to understand the basic functions and apply the skills of a human resource manager, including:

- job analysis
- recruitment and selection
- training and development
- performance management
- remuneration and rewards
- health and safety.

948 Marketing Planning and Control (648)

By the end of this module students should be able to :

- complete a situation analysis through a comprehensive research exercise into an established industry
- establish marketing objectives, strategies and tactics for an existing business
- produce a marketing plan for a business, including specific activities and timelines, as well as an itemised budget
- show how they would monitor and control the implementation of the plan.

APPENDIX 9: GRADING CRITERIA

Grade	Mark Range	Coverage	Analysis	Presentation
A+	85 - 100	Excellent knowledge and understanding of module content; thorough independent reading going beyond recommended sources. All assessment tasks covered in depth. All material relevant. Demonstrates integration and innovation in the selection and handling of theories and readings.	Excellent analysis and/or evaluation and clear conclusions well grounded in theory and literature, showing development of new concepts. Consistently demonstrates application of critical analysis well integrated throughout assessment.	Polished. Answers well structured; excellent use of diagrams, tables and materials as appropriate; key points highlighted; concise; legible; excellent spelling and grammar. Accurate and fluent writing style with thoughts and ideas clearly expressed.
<i>Very high quality, appropriate for use in the workplace.</i>				
A	75 - 84	Excellent knowledge and understanding of module content; all assessment tasks covered in depth. All material relevant. Some evidence of originality.	Excellent logical analysis and critical evaluations, fully justified and showing evidence of originality.	Answers well structured; very good use of diagrams, tables and materials as appropriate; key points highlighted; concise; legible; very good spelling and grammar.
<i>High quality, appropriate for use in the workplace.</i>				
B+	70 - 74	Very good knowledge and understanding of module content; all assessment tasks well covered, some may lack depth.	Very good logical analysis and good critical evaluation, based on evidence.	Thoughts and ideas clearly expressed. Answers well structured; good use of diagrams, tables and materials as appropriate; little or no irrelevance; legible; good spelling and grammar.
<i>Appropriate for use in the workplace.</i>				
B	60 - 69	Good knowledge and understanding of module content; almost all assessment tasks covered, some may lack depth.	Good logical analysis and some critical evaluation, based on evidence.	Answers well structured; good use of diagrams, tables and materials as appropriate; little or no irrelevance; legible; good spelling and grammar.
<i>Appropriate for use in the workplace; may need minor adjustments.</i>				
C	50 - 59	Basic knowledge and understanding of module content; material may not be complete, lack of depth.	Basic and limited evidence of critical thought/critical analysis and rationale provided to support conclusions. No major errors.	Answers show an attempt to organise in a logical manner. Meaning apparent but language not always fluent; spelling and grammar contain errors.
<i>Suitable for use in the workplace with further alterations, corrections and support.</i>				
D	0 - 49	Basic, poor or no knowledge of module content: key gaps or poorly understood; some important misunderstandings; little or no evidence of independent reading.	Limited analysis to support answers or short descriptive answer statements; important errors in some of the analysis or no analytical support or unsubstantiated, invalid conclusions based on anecdotes and generalisations only; too much description; too superficial; no critical evaluation.	Poorly organised but some attempt at structure or disjointed organisation; little use or no use of diagrams and tables; inclusion of irrelevant material or little or no use of appropriate diagrams and tables; possible or shows poor legibility, spelling and grammar.
<i>Not suitable for use in the workplace.</i>				

APPENDIX 10: FACILITATOR PROFILES

NZIM DIPLOMA IN MANAGEMENT (ADVANCED)

Included below is a brief descriptor of our facilitators for the NZIM Diploma in Management (Advanced). Please note that these are the current facilitators for the Northern programme.

Lester Levy



Dr Lester Levy is the Chief Executive of The New Zealand Leadership Institute at the University of Auckland and Professor of Leadership at the University of Auckland Business School. A graduate of Medicine and an MBA with his formative management background in multi-nationals 3M and Beecham Research Laboratories, he is best known for leading a number of organisational performance transformations in both the private and public sectors.

Steve Briggs



Steve Briggs is an experienced management consultant and project manager and has delivered a number of high profile projects for public sector bodies and blue chip companies in the UK. Since moving to New Zealand in 2006 he has worked with Auckland City Council, Hobsonville Land Company, Vodafone, Genesis, Transit, Queenstown Lakes District Council and Watercare. Steve worked for KPMG in the UK for six years and prior to that, he worked in various senior management and project roles in industry for fifteen years. Throughout his career Steve has worked in a variety of challenging environments and brought about significant change, performance improvement and delivered difficult projects in short timescales.

Steve facilitates the Applied and Project Management and Quality Improvement modules.

Garry Miller



Initially educated in Durham University in the UK, Garry worked for one of the 1st tier UK consultants for over 15 years before moving to New Zealand in 2005. He has advised public and private sector clients in the infrastructure, health, property, energy and telecommunications markets. His areas of interest include Public Private Partnerships, collaborative working arrangements, project and programme management, risk, continuous improvement and change management. Garry's professional qualifications include a MBA, taking the 1st prize from the prestigious LUBS business school (ranked 48th in world). He also holds chartered status qualifications with engineering professional bodies, and qualifications in project

management and finance. He is the winner of the Barclay's Bank business plan competition (2003).

Garry facilitates the Applied and Project Management and Quality Improvement modules.

Leith Oliver



Dr Leith Oliver is a Strategic Planning facilitator and lecturer on the University of Auckland MBA programme and Postgraduate Diploma courses. He lectures on business growth, strategic operations management, entrepreneurship and innovation management, and runs university short courses on business planning.

He has a PhD, an MBA and MPhil with First Class Honours from The University of Auckland. His PhD thesis is based on the design of facilitated learning events aimed at enabling business growth in New Zealand's medium-sized companies.

Leith currently facilitates the Strategic Management and Operations Management modules.

Robyn Walshe



Following an extensive career in corporate communications, Robyn now supports a wide variety of people and organisations as the director of communications consultancy Davidson Kemp. Her professional qualifications include a MBA from Massey University, a BA and Postgraduate Diploma in Social Sciences from The University of Otago, a Diploma in Teaching, and numerous professional studies in the fields of training and communications. Robyn is a Fellow of NZIM, and is also a member of the Association for Training and Development.

Her corporate experience includes responsibility for communications strategy and implementation, organisational leadership and significant staff development and change management programmes. In her consultancy role she advises a wide range of organisations in "bridge-building" – effectively connecting those that will help them to succeed.

Robyn facilitates the Communications module.

Cindy Lincoln



Having past experience in management ensures Cindy has a pragmatic approach; and relating best practice theory to the day-to-day realities of business is one of her key strengths. Cindy has studied human resource management, organisational behaviour, learning, development and change management at both tertiary graduate and postgraduate levels. Cindy has worked with learning and change methodologies since 1990, both in management and senior human resource roles, as well as part-time lectureships with Auckland University of Technology (previously AIT). In the last eight years she has

specialised in human resource management and organisational development, in health (Auckland DHB), manufacturing (Fletcher Challenge Building), airline (Qantas NZ) and telecommunication industries (Vodafone NZ Ltd).

Cindy facilitates the Change Management module.

Steve Bridges



An American by birth, Steve Bridges completed his Bachelor of Arts and Master of Business Administration degrees in the United States. After working for General Foods Corporation and a major advertising agency in New York, Steve moved to New Zealand in 1970. His subsequent work at the highest levels in both the academic and practical sides of marketing is extremely rare – and also extremely valuable in an applied discipline such as marketing.

In terms of the academic side of his career, Steve taught one of the first marketing courses in New Zealand; this was at Victoria University from 1970-1972. He also taught at Massey University (1978-1987) where he was Professor of Marketing, Head of the Department of Marketing and Dean of the Faculty of Business Studies.

Steve facilitates the Marketing Planning and Control module.

Jan Alley



Jan Alley is a Human Resource and Training Consultant specialising in all aspects of people management, customer service and communication skills. Jan's training and development work is informative, interesting and interactive and clients benefit from the practical strategies and techniques that enable them to transfer the learning directly to the workplace. Jan has a Diploma in Speech, Drama and Communication Skills from the Trinity College of London (L.T.C.L), as well as from the New Zealand Speech Board (A.S.B). She has a Certificate in Adult Education from the Continuing Education Centre, University of Auckland and a Diploma in Business (Personnel

Management and Employee Relations) from the Graduate School of Business, University of Auckland. In 2001 she was accredited as a registered advisor for Investors in People, and in 2004 became a licensed assessor. Jan is an accredited NZQA workplace assessor and a certified facilitator of the tetramap of behaviour.

Jan facilitates the Human Resource Management module.

APPENDIX 11: CREDIT TRANSFER FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) CREDIT TRANSFER FORM

To be completed when a participant wishes to apply for a credit transfer. Form is to be sent to your NZIM regional contact person.

SECTION I – to be completed by participant

Programme name: _____

Programme number: _____ Region: _____

Name: _____

Home address: _____

Phone number: _____

Complete the details below for the previous course:

Name of previous Training Provider	
Name of Course	

NB: A credit transfer fee is required to be paid. Please contact your NZIM representative for an estimated cost.

Signature: _____ Date: _____

Do you have all the supporting documentation required below? YES / NO
(If yes, attach the supporting documentation.)

- a copy of original results or witnessed copy of official document (must be witnessed by an NZIM representative or someone approved by NZIM)
- a copy of your certificate/diploma/degree
- a copy of the qualification outline which includes learning outcomes (you may need to contact your previous training provider for this information)

Please note: your application may be declined if you are missing any of the above documents.

Notes for participants

1. Credit transfers are subject to approval of the NZIM regional office holding the programme.
2. Your NZIM contact person for the region holding the programme will advise you in writing if your request for a credit transfer has been approved or declined, and if there are any additional conditions/requirements associated with the decision.
3. If your application is successful, the parts recognised will be credited on your learning records with NZIM.
4. If your application is unsuccessful, you may appeal the decision. Please refer to the appeals process in your handbook. See *section 17 Complaints and appeals*.

SECTION II – to be completed by NZIM (for credit transfer approval/decline)

The credit transfer is approved/declined.

Programme number : _____ / _____

Participant notified that credit transfer is approved/declined (date): _____

Conditions of the credit transfer **approval** (note that any conditions must be given to the participant in writing):

Reasons for the credit transfer **decline** (note that any conditions must be given to the participant in writing):

Name: _____ (Learning & Development Manager)

Signature: _____ Date: _____

APPENDIX 12: CROSS CREDIT FORM

NZIM DIPLOMA IN MANAGEMENT (ADVANCED) CROSS-CREDIT FORM

To be completed when a participant wishes to apply for cross crediting. Form is to be sent to your NZIM regional contact person.

SECTION I – to be completed by participant

Programme name: _____

Programme number: _____ Region: _____

Name: _____

Home address: _____

Phone number: _____

Complete the details below for the previous course:

Name of previous Training Provider	
Name of Course	

NB: A cross credit fee is required to be paid. Please contact your NZIM representative for an estimated cost.

Signature: _____ Date: _____

Do you have all the supporting documentation required below? YES / NO
(If yes, attach the supporting documentation.)

- if unit standard based, a copy of your NZQA Record of Learning (available through NZQA)
- if paper based, an official copy of your statement of achievement (transcript) or a witnessed copy of this official document (must be witnessed by an NZIM representative or someone approved by NZIM)

Please note: your application may be declined if you are missing any of the above documents.

Notes for participants

1. Cross crediting requests are subject to approval of the NZIM regional office holding the programme.
2. Your NZIM contact person for the region holding the programme will advise you in writing if your request for cross crediting has been approved or declined, and if there are any additional conditions/requirements associated with the decision.
3. If your application is successful, the parts recognised will be credited on your learning records with NZIM.
4. If your application is unsuccessful, you may appeal the decision. Please refer to the appeals process in your handbook. See *section 17 Complaints and appeals*.

SECTION II – to be completed by NZIM (for cross crediting approval/decline)

The cross crediting requests is approved/declined.

Programme number : _____ / _____

Participant notified that cross crediting request is approved/declined (date): _____

Conditions of the cross crediting **approval** (note that any conditions must be given to the participant in writing):

Reasons for the cross crediting **decline** (note that any conditions must be given to the participant in writing):

Name: _____ (Learning & Development Manager)

Signature: _____ Date: _____

APPENDIX 13: ADDITIONAL READING RESOURCES

NZIM DIPLOMA IN MANAGEMENT (ADVANCED)

You will be provided with course notes and assessment information throughout the programme. There is also an NZIM Northern student website “Moodle” where you will be able to pick up large PowerPoint files, assessment quizzes, communicate and link with other participants, as well as keep in touch with your NZIM Northern programme manager and facilitators.

In addition to the resources you receive as part of the programme you may wish to do supplementary reading. Below is a list of current reading and reference material which may be of use to you throughout the programme.

NZIM Northern has a library of books (limited supply) and these are able to be borrowed for a maximum period of 48 hours at one time. You are also welcome to book a study room to read through materials while you are completing your programme.

Additional resource material will also be updated and posted on the “Moodle” website.

You will be advised prior to course commencement on any essential resources that you may be required to purchase or read (e.g. case studies, chapters from books, journals etc.).

These may include:

- The Machine That Changed the World – J. Womack, D. Jones & D. Roos
- Lean Thinking – J. Womack & D. Jones
- The One Minute Manager – K. Blanchard & S. Johnson
- The One Minute Manager Meets the Monkey – K. Blanchard, W. Oncken & H. Burrows
- Institute for Healthcare Improvement - Going Lean in Healthcare – download from <http://www.ihl.org/IHI/Results/WhitePapers/> - you'll need to register, but it's free
- Fish – S. Lundin, H. Paul & J. Christensen
- Who Moved My Cheese – S. Johnson
- The Lean Toolbox - J. Bicheno
- Tools for Success – A manager's guide - S. Turner
- Speed of Trust – Steven Covey Jr
- Art of Possibility – Rosamund & Benjamin Zander
- Learned Optimism – Martin Seligman
- The Framework - Dr Jim Young
- Feel the Fear and Do It Anyway – Susan Jeffers
- Collins, J.C. & Porras, J. I. (1999). Built to last: successful habits of visionary companies. London: Random House.
- Kotter, J.P. & Cohen, D.S. (2002). The heart of change. Boston: HBS Press
- Jick, T. & Peiperl, M. (2002). Managing change: cases and concepts. USA: McGraw-Hill
- Developing Business Strategies 6th Edition – David A. Aaker
- The Boston Consulting Group on Strategy – Carl W. Stern

- Competing on the Edge, Shona L. Brown & Kathleen M. Eisenhardt, Harvard Business School Press.
- Key Performance Indicators, David Parmenter, Wiley
- The 80/20 Principle, Richard Koch, Currency Doubleday
- How Breakthroughs Happen, Andrew Hargadon, Harvard Business School Press
- 10 Rules for Strategic Innovators, Vijay Govindarajan & Chris Trimble, Harvard Business School Press
- The Strategy-Focused Organization, Robert S. Kaplan & David P. Norton, Harvard Business School Press
- Building the Awesome Organization, Katherine Catlin & Jana Matthews, Kauffman Centre for Entrepreneurial Leadership
- The Fifth Discipline, Peter M. Senge, Doubleday Currency
- Digital Capital, Don Tapscott, David Ticoll & Alex Lowy, Harvard Business School Press
- The New Organizational Wealth, Karl E. Sveiby, Berrett Koehler
- The Resilience Factor, Karen Reivich & Andrew Shatte, Broadway Books
- Blur, Stan Davis & Christopher Meyer, Perseus Books
- Breakthrough Thinking for Non-Profit Organizations, Bernard Ross & Clare Segal
- eVolve, Rosabeth Moss Kanter, Harvard Business School Press
- Unleashing the Killer App, Larry Downes & Chunka Mui, Harvard Business School Press
- Beyond the Core, Chris Zook, Bain & Co
- Working with Emotional Intelligence Daniel Goleman, Bloomsbury Publishing
- The 7 Habits of Highly Effective People, Stephen Covey, Free Press
- Thinker Toys, Michael Michalko, Ten Speed Press

Useful websites:

- <http://www.ihl.org/IHI/Results/WhitePapers/> - you'll need to register, but it's free
- www.MarketingPower.com The website of the American Marketing Association
- www.marketingprofs.com This U.S. website features articles on a wide variety of marketing topics written by marketing academics and professionals from all over the world, including the occasional Kiwi author
- www.1to1.com This website, operated by Peppers & Rogers Group, specialises in articles on customer relationship management
- www.allaboutbranding.com Very good information on branding issues
- www.workingknowledge.hbs.edu This is the website of the Harvard Business School, which features excellent articles in various disciplines, including marketing
- www.betterbydesign.org.nz Very good information on the vital contribution design can make to our businesses, economy and standard of living
- www.bgrowth.com.au This is Winston Marsh's website. He is Australia's leading ideas man with regard to selling and promotion
- www.tutor2u.net – various information on a variety of topics including strategy, economic growth. Includes a resource store and blog ability
- www.amazon.com Variety of books for purchase

The Big 3 Social Marketing Websites:

- “Your business suit”: [linkedin.com](https://www.linkedin.com)
- “Business casual”: www.facebook.com
- “24/7 giant cocktail party”: twitter.com