



Diploma of Leadership and Management
Course Information Handbook
2025

BSB50420

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Welcome to The Cairnmillar Institute

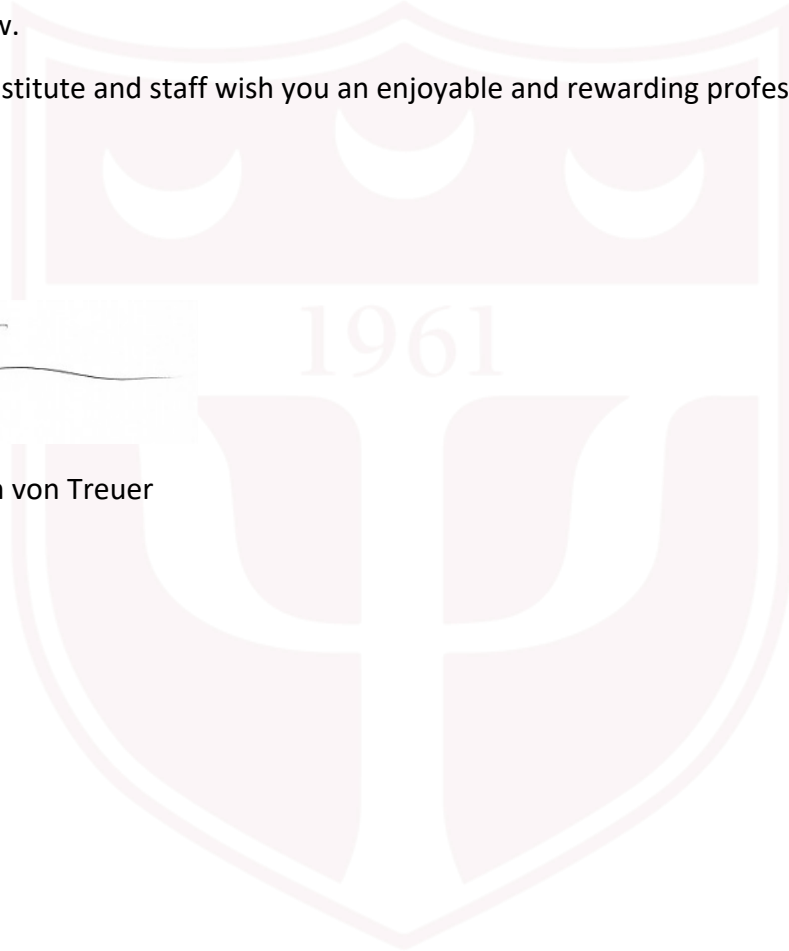
Congratulations on your success in obtaining a place in the Diploma of Leadership and Management. This course handbook addresses many aspects and requirements of the course. It should be read in conjunction with the Institute's Policies and Procedures.

These resources provide all the information you need to successfully navigate your way through the different components of the course. If you find anything missing from these handbooks, please let us know.

The Cairnmillar Institute and staff wish you an enjoyable and rewarding professional experience.



Professor Kathryn von Treuer
CEO and Provost



The Cairnmillar Institute

The vision of the Cairnmillar Institute is to be globally recognised as a centre for psychological treatment, higher education, community education and research in the fields of Psychology, Counselling and Psychotherapy. The Institute is an Australian Health Promotion Charity and non-profit body, as well as a Registered Training Organisation (RTO) that provides Nationally Recognised Training (NRT). This means you can be assured that our training will provide you with a qualification that is recognised and respected across Australia.



As one of our VET students you will receive all the benefits of our higher education and professional training history. You will be taught practical skills by practicing psychologists and professionals, and have access to specially designed and selected learning materials created by experienced learning designers and academics.

Our aim is to offer relevant programs and services tailored to our professional and client community needs. The service growth and regional reach of Cairnmillar is underpinned by our values of respect, integrity and professionalism and a focus on quality and standards. Connection with business partners and community, and a focus on quality is critical to our business development and will directly enhance our client and student experience. We also aim to strengthen our contribution to the body of research that informs community in practice, and education.

Diploma of Leadership and Management

This qualification reflects the role of individuals who apply knowledge, practical skills and experience in leadership and management across a range of enterprise and industry contexts.

Individuals at this level display initiative and judgement in planning, organising, implementing and monitoring their own workload and the workload of others. They use communication skills to support individuals and teams to meet organisational or enterprise requirements.

They may plan, design, apply and evaluate solutions to unpredictable problems, and identify, analyse and synthesise information from a variety of sources.

Entry Requirements

Entrants will normally be 18 years of age or older, with a minimum education level of 10 or Certificate III, have work experience and have access to a workplace. Applicants must be proficient in English and be technologically literate, with sound ability using computers and online tools, as well as access to a laptop or home computer for research tasks.

Those applying who do not have a degree, may enter into a process in which they may be granted entry in recognition of previous experience where an equivalence of earlier learning or knowledge and skills gained through work or life experience, which can be assessed. Entrants will however be required to complete a language and numeracy test prior to the commencement of the course.

It is also recommended that all learners have confidence using computers and online tools, as well as access to a laptop or home computer for research tasks.

Applicants must complete the online enrolment form through the [VET applications portal](#), and:

- Satisfy academic suitability, by meeting one of the following:
 - Provide a copy of your Year 12 certificate from a recognised state or territory authority (not your school),
 - Hold a Certificate IV or higher qualification (delivered in English),
 - Or complete a Language, Literacy and Numeracy (LLN) assessment—this will be provided during your application process.
- Provide a short-written statement (500 words) about why you want to study this course.
- Submit evidence of identity and citizenship status (e.g. passport).

Suitable applications may be invited to attend a 10-minute Study Readiness phone interview with members of the Teaching Faculty. This interview also provides students the opportunity to discuss any questions they have about the proposed course of study, ensuring their goals for the subject are met.

If you are unsure about your suitability or eligibility for this program, please contact pd@cairnmillar.edu.au to discuss your specific situation in more detail.

Enrolment Dates

Applications for enrolment will normally close two weeks before the start of teaching, or when the course is full, whichever is sooner. Applications for enrolment are processed through our [Online Application Portal](#).

Once you have submitted the form to enrol in the course, your eligibility for entry will be assessed and you will be sent a formal enrolment acceptance notice, this notice will confirm that you are enrolled in all units and terms as detailed in this Course Handbook. You will have 10 working days to respond to your enrolment acceptance notice and can withdraw from the course without penalty during that time or any time prior to the first 'withdrawal date', whichever is later.

Duration of the Course

The course takes 12 months to complete in total and meets the requirements of a part-time program. For further information about the part-time course structure, please contact the VET and Short Course Registrar.

Graduate Learning Outcomes

The Diploma of Leadership and Management prepares graduates with the skills and knowledge necessary in leading teams, managing budgets and operational plans, strategic planning, and managing personal work priorities. They gain expertise in fostering team effectiveness, developing emotional intelligence, providing high-quality customer service, ensuring a safe workplace, and managing staff performance and recruitment. Upon completion, graduates will be equipped to:

- Develop skills to lead and manage teams effectively, foster teamwork and collaboration, and managing performance.
- Communicate with influence, negotiate persuasively, and effectively engage with stakeholders.
- Develop and implement operational plans, managing resources, and managing business processes.

- Foster positive and productive workplace relationships, including managing diversity and conflict.
- Analyse information, identifying problems, and develop and evaluate solutions.
- Implement continuous improvement processes and promoting innovation.
- Understand financial information and terminology and managing budgets.
- Manage personal and professional development, including performance management and seeking development opportunities.
- Understand and implementing change management strategies.

Career Opportunities

This course prepares graduates team and organisational leadership and management skills to Executive level.

Professional Recognition

At the time of publication, this course is not professionally accredited or formally recognised by any external professional body.

Course Structure & Nominal Hours

This course has been designed to be completed in 12 months and meets the requirements of a part-time program.

Course Details: 6 core units, 6 electives.

Year	Term	Unit Code	Unit Title	Nominal Hours
1	1	BSBCMM511	Communicate with influence	60
1	1	BSBCRT511	Develop critical thinking in others	50
1	1	BSBLDR523	Lead and manage effective workplace relationships	50
1	2	BSBOPS502	Manage business operational plans	70
1	2	BSBOPS501	Manage business resources	80
1	2	BSBOPS504	Manage business risk	60
1	3	BSBPEF502	Develop and use emotional intelligence	60
1	3	BSBTWK502	Manage team effectiveness	60
1	3	BSBTWK501	Lead diversity and inclusion	60
1	4	BSBSTR501	Establish innovative work environments	50

1	4	BSBHRM522	Manage employee and industrial relations	80
1	4	BSBST503	Develop organisational policy	60

Coursework Units

Each of the units of study are detailed below. Please note students must pass all units before being eligible to graduate.

- **BSBCMM511 Communicate with influence**

This unit describes the skills and knowledge required to present and negotiate persuasively, lead and participate in meetings and make presentations to customers, clients and other key stakeholders.

The unit applies to individuals who are managers and leaders required to identify, analyse, synthesise and act on information from a range of sources, and who deal with unpredictable problems as part of their job role. They use initiative and judgement to organise the work of self and others and plan, evaluate and co-ordinate the work of teams.

- **BSBOPS502 Manage business operational plans**

This unit describes the skills and knowledge required to develop and monitor the implementation of operational plans to support efficient and effective workplace practices and organisational productivity and profitability.

The unit applies to individuals who manage the work of others and operate within the parameters of a broader strategic and/or business plans.

- **BSBPEF502 Develop and use emotional intelligence**

This unit describes the skills and knowledge required to develop and use emotional intelligence to increase self-awareness, self-management, social awareness and relationship management in the workplace.

The unit applies to individuals who are required to identify, analyse, synthesise and act on information from a range of sources and who deal with unpredictable problems as part of their job role. These individuals may be responsible for leading a team or work area.

- **BSBTWK502 Manage team effectiveness**

This unit describes the skills and knowledge required to lead teams in the workplace and to actively engage with the management of the organisation.

The unit applies to individuals working at a managerial level who lead and build a positive culture within their work teams. At this level, work will normally be carried out using complex

and diverse methods and procedures requiring the exercise of considerable discretion and judgement. It will also involve using a range of problem solving and decision-making strategies.

- **BSBCRT511 Develop critical thinking in others**

This unit describes the skills and knowledge required to develop critical and creative thinking skills in others within a workplace context.

The unit applies to individuals who are developing and coaching others, for whom critical thinking skills (including analysis, synthesis, and evaluation) are an important part of their job roles. This unit applies to individuals who are typically responsible for leading teams.

- **BSBTWK501 Lead diversity and inclusion**

This unit describes the skills and knowledge required to lead diversity for a work area. It covers implementing the organisation's diversity policy, fostering diversity within the work team and promoting the benefits of a diverse workplace.

The unit applies to individuals who direct the work of others in teams of variable sizes. They may work with staff from different cultures, races, religions, generations, or other forms of difference in any industry context.

- **BSBOPS504 Manage business risk**

This unit describes skills and knowledge required to manage business risks in a range of contexts across an organisation or for a specific business unit or area in any industry setting.

The unit applies to individuals who are working in positions of authority and who are approved to implement change across the organisation, business unit, program or project area. They may or may not have responsibility for directly supervising others.

- **BSBHRM522 Manage employee and industrial relations**

This unit describes the skills and knowledge required to manage employee relations (ER) and industrial relations (IR) matters in an organisation. It involves developing and implementing ER and IR policies and plans and managing conflict resolution negotiations.

The unit applies to those who are authorised to oversee IR and manage conflict and grievances in an organisation. They will have a sound theoretical knowledge base in human resources management and IR as well as current knowledge of ER and IR trends and legislation.

- **BSBLDR523 Lead and manage effective workplace relationships**

This unit describes the skills and knowledge required to lead and manage effective workplace relationships.

The unit applies to individuals in leadership or management positions who have a prominent role in establishing and managing processes and procedures to support workplace relationships. These individuals apply the values, goals and cultural diversity policies of the organisation. They use complex and diverse methods and procedures as well as a range of problem solving and decision making strategies, which require the exercise of considerable discretion and judgement.

- BSBSTR503 Develop organisational policy

This unit describes the skills and knowledge required to develop and review policy in an organisation. It covers anticipating and confirming the need for policy development or review; planning the policy development process; gathering and analysing information; determining policy direction; and drafting, releasing and promoting policy.

The unit applies to managers who draft and review policy that is formulated to facilitate the implementation of decisions made by senior executives, business owners and boards of management or similar.

- BSBSTR501 Establish innovative work environments

This unit describes the skills and knowledge required to create an environment that enables and supports practice which focuses on a holistic approach to the integration of innovation across all areas of work practice.

The unit applies to individuals working in leadership or management roles in any industry or community context. The individual could be employed by the organisation, but may also be an external contractor, the leader of a cross organisation team or of a self-formed team of individuals.

- BSBOPS501 Manage business resources

This unit describes the skills and knowledge required to manage resources according to planned business strategies. It includes analysing resource requirements, developing resource plans, allocating resources, and reviewing and reporting on resource usage.

The unit applies to individuals with a role in allocating and monitoring the use of physical and/or human resources to meet defined business objectives.

Enrolment Conditions

See also: Enrolment Conditions on [the Cairnmillar eLearn](#) for a copy of the current enrolment conditions.

Attendance

It is an expectation that students will attend all classes*. If you anticipate being absent, please advise your Unit Coordinator via email. Planned absences of several weeks should also be discussed with your Unit Coordinator.

Note: In accordance with national and state recommendations for social distancing due to COVID-19, we consider classes* to include synchronous online activities such as tutorials and lectures held in online platforms such as Zoom or Microsoft Teams.

Online Etiquette

Students are expected to comply with the Cairnmillar Institute's policies and regulations concerning etiquette during online classes, webinars, and in their electronic communications including the TLP008 Student Social Media policy and FSP002 Discrimination Bullying Harassment Policy. All Policies and Procedures can be found [here](#).

Submission of Written Work

Each unit of competency has an assessment workbook to help you complete all of the required tasks and evidence for the unit. You may be required to complete workplace observations, in class activities, in class tests, or other scheduled activity which will be detailed in your unit workbooks. Your teacher will talk through these activities with you on the first day of each term.

You have until the end of your enrolment period to finish and submit all of your workbooks for that term, but many activities are completed in class or at suggested times to help keep you on track with your learning.

All written assessment tasks, unless otherwise instructed by a unit coordinator, must be prepared in [Microsoft Word](#) and submitted via [the Cairnmillar eLearn](#). Please refer to the relevant assessment documents within the unit modules on [the Cairnmillar eLearn](#) and the Assessment Style Guides and Formatting guide for more information on written assignment requirements.

Referencing & Style Guidelines

The referencing and format for all assignments must be in APA 7 style. Please see APA Style Referencing. See also Assessment Style Guides and Formatting on [the Cairnmillar eLearn](#).

Assessment Grades & Records

Final results for each unit will be calculated, then published on the [the Cairnmillar eLearn](#) by the relevant results publication date. The marks for your final assessment will be withheld until after the release of your final marks.

Extensions

An extension may be granted for assignments where there is evidence of unexpected disruptions in the student's available work time. Extensions must be applied for and approved in accordance with the Assessment Policy and Procedures and any other published procedures found on the Institute's website.

Applications must be made via the appropriate [form](#) before the due date and submitted to the Unit Coordinator. An extension is valid only after it has been approved by the Unit Coordinator.

Information about extensions, special considerations and alternative assessments can be found in your [VET Student Handbook](#). See also [the Cairnmillar eLearn](#) for more information on how to apply for an [assignment extension](#).

Special Consideration

Special consideration may be granted in situations where an extension is not possible, such as an exam or in-class work that has been missed. You should first discuss your situation with your Course Coordinator before applying. Please see the Assessment Policy and Procedures found on the Institute website for more information. Please see [the Cairnmillar eLearn](#) for how to apply for special consideration.

Word Limit

Students must adhere to the word limits provided in Unit Outlines and Assessment Guides. Please refer to your unit within [the Cairnmillar eLearn](#) for information regarding word limits for each assessment task.

Late Submissions

Late assessment submissions may impact on your assessment of competency. Please refer to the assessment criteria on [the Cairnmillar eLearn](#).

Samples of Work

Samples of student work may be taken for purposes of course accreditation and benchmarking. In all cases anonymity will be preserved. If you object to your work being copied for this purpose you must advise the Unit Coordinator when submitting assignments.

Recognition of Prior Learning

Recognition of Prior Learning (RPL) is a process where a student may be granted credit or partial credit towards a qualification in recognition of previous study, skills or experience. RPL can only be granted for units prior to the commencement of your course.

See [the Cairnmillar eLearn](#) and the [Recognition of Prior Learning Policy](#) for more information on how to apply for RPL or credit transfer.

Marking Scales & Grade Definitions

You can view Cairnmillar's grade-mark schema on [the Cairnmillar eLearn](#).

Academic Integrity

Breaches of academic integrity are serious academic offences. It is the responsibility of all students to access, read, and familiarise themselves with the Institute's Academic Integrity and Student Conduct Policy and Procedures. See [the Cairnmillar eLearn](#) for more information about Academic Integrity at Cairnmillar.

All students must complete an Academic Integrity Module and Quiz on [the Cairnmillar eLearn](#) prior to beginning classes at Cairnmillar. Assessment marks are withheld if students have not completed the Academic Integrity Module and Quiz. Please see [the Cairnmillar eLearn](#) for more details.

Course Progress

The Academic Integrity and Progress Committee (AIPC) is a sub-committee of the Academic Board and is normally chaired by the Dean. The AIPC review incidents of possible plagiarism and other breaches of academic or research integrity, such as collusion or cheating in exams.

The AIPC also support students who have poor academic performance or are at risk of failing a course through an academic progress intervention and Student Progress Agreements. Please see Academic Integrity and Progress Review Hearings on [the Cairnmillar eLearn](#) for detailed information.

Policies & Procedures

It is the responsibility of all students to access, read, and familiarise themselves with the Institute's Policies and Procedures. These are published on our [Institute's website](#). Detailed supporting information, guides and forms can be found on [the Cairnmillar eLearn](#).

Copyright

There are copyright laws that we need to be aware of and adhere to. Please see the [Australian Copyright Council's](#) website for full information on this topic.

Professional Standards

When you study at the Institute you are starting your professional career in counselling. It is important that students act appropriately as representatives of both the Institute and the profession more broadly.

Students are expected to show respect for staff, clients, and other students, and our faculty environment at all times and can expect the same in return. Racism, sexism, homophobia, transphobia, ableism, and other forms of prejudice will not be acceptable.

If you feel unsafe at any time, or have concerns about the professional conduct of any member of the Institute's community, you are encouraged to let a staff member know as soon as possible.

Student Support, Counselling, & Wellbeing

For information regarding Student Counselling, Disability, International Student, Academic & Writing, and any other support services for students, please see the [Student Support hub](#) on [the Cairnmillar eLearn](#).

Tuition Fees

Information regarding the payment of fees, including VET Student Loans, can be obtained from our public website, see [Tuition Fees](#).

Course Withdrawals and Refunds

Each term or teaching period will have a 'census/withdrawal date' which is the last date at which you can withdraw from a module or unit without academic or financial penalty. If you withdraw prior to the withdrawal date then all fees paid for that module enrolment will be refunded. The census/withdrawal date is normally 14 days after the first class.

If you withdraw after the withdrawal date then the fees for that enrolment period will not be refunded and an incomplete 'late withdraw fail' result will be recorded against the module and units. Any future enrolment periods for that course will be withdrawn and invoices will not be levelled for those future enrolments.

Completed units will not be refunded.

Check your Course Webpage for specific census/withdrawal dates.

Withdraw from a Course or Program

Submit the [Course Withdrawal or Leave of Absence form](#) if you need to withdraw from one or more units/subjects, apply for a Leave of Absence (LOA), withdraw from your course, or request an early exit.

Late Withdrawals

If you withdraw from a unit after the census date then it is considered a **late withdrawal**. When a course or program withdrawal is processed we will also withdraw you from any current or future units. The census dates will still apply for those units.

You will not normally get a refund for any tuition fees paid either upfront or on VET Student Loans. In some cases, if unforeseen special circumstances have impacted you after the census date you may be able to apply for a [Late Remission of a FEE-HELP Debt for Special Circumstances](#).

Your result will be a "Late Withdraw Fail". This means the grade for the unit enrolment will be LD for 'Late Withdrawal' on your transcript, and the status of the unit attempt will be 'Failed'. This record will remain even if a remission for special circumstances is approved.

It will be clear that this was not a "natural fail" and most institutions, employers and other organisations will understand what is meant by the grade.

Check [the Cairnmillar eLearn](#) for specific withdrawal dates.

Termination of Enrolment

Cairnmillar reserves the right to terminate a person's enrolment in a course if the student:

- fails to meet the complete assessment task requirements or breaches the Institute's privacy and ethical conditions
- exceeds the maximum (3 years) or negotiated time for completion of the course, or
- other conditions as specified in the Enrolment Conditions.

See [the Cairnmillar eLearn](#) for details on the Institute's Academic Progress procedure.

Graduation

To be eligible to have the relevant qualification awarded, a student must:

- comply with all the Institute Policies and Procedures;
- pay all relevant fees and charges;
- complete all requirements prescribed for the course of study at least at a PASS level;
- submit the relevant intention to graduate form by the due date.

The appropriate awards are given on satisfactory completion of the course. These are presented at a special annual ceremony or given (posted) directly to students for a fee.

For more information see: Graduating from your course on [the Cairnmillar eLearn](#).

Library Services

The Library at the Cairnmillar Institute is a specialist library resource, aimed at supporting the work of the Institute, focusing on the curriculum, teaching, research, and clinical requirements of the students, academic staff, clinical staff, and researchers.

Appointments about Library and research skills can be made through the [Library](#).

Please visit the [Library](#) page on [the Cairnmillar eLearn](#) for more information.

Office 365

All students have access to [Office 365](#) while studying at Cairnmillar. Your Office365 account includes free access to Microsoft Word, Excel, PowerPoint, Outlook (student email), and much more.

Students also have access to 1TB of OneDrive storage. Find more information on [Office 365](#) on [the Cairnmillar eLearn](#).

Student Email

Students are provided with a Cairnmillar student email and are required to check this account regularly while enrolled. See [Accessing your Cairnmillar Student Email](#) on [the Cairnmillar eLearn](#).

Computer & Printer Access

Each student has their own personal [OneDrive](#) account which can be accessed across any computer. Please see [Printing/Copying at Cairnmillar](#) on [the Cairnmillar eLearn](#) for more information.

