

## Qualification details

<b>Title</b>	New Zealand Diploma in Business (Level 6) with strands in Accounting, Administration and Technology, Human Resource Management, Leadership and Management, Māori Business and Management, Marketing and Sales, and Real Estate.		
<b>Version</b>	3	<b>Qualification type</b>	Diploma
<b>Level</b>	6	<b>Credits</b>	120
<b>NZSCED</b>	080301	Management and Commerce > Business and Management > Business Management	
<b>Qualification developer</b>	NZQA Qualifications Services on behalf of and in collaboration with the sector		
<b>Next review</b>	November 2019		
<b>Approval date</b>	August 2017		
<b>Strategic purpose statement</b>	<p>The purpose of this qualification is to provide New Zealand business entities with people who have general and specialised business knowledge and skills that can be applied in a range of strategic roles.</p> <p>Graduates will benefit New Zealand business entities by contributing to the achievement of entities' strategic objectives, through the application of knowledge and skills, in an ethical manner, in a bi- and multi-cultural environment.</p> <p>In addition, graduates will have specialised knowledge and skills for application in strategic roles in New Zealand business entities, depending on which strand is achieved.</p>		
<b>Outcome Statement</b>	<b>Graduate profile</b>	<p>Graduates of this qualification will be able to:</p> <p><b>Core compulsory</b></p> <p>Core knowledge and skills</p> <ul style="list-style-type: none"> <li>– Determine and develop the business entity's strategic objectives.</li> <li>– Apply knowledge of the principles and practices of operations, management accounting, sales/marketing, Human Resources (HR) and risk management, for the strategic objectives of the entity.</li> <li>– Contribute at strategic levels to innovation and organisational change.</li> </ul> <p>Core people skills</p> <ul style="list-style-type: none"> <li>– Research, evaluate, and communicate information for entity's performance.</li> </ul>	

- Develop and maintain strategic business relationships with stakeholders for efficient and effective performance of the entity.

#### Core cognitive skills

- Apply analytical and problem-solving skills to resolve complex situations and challenges for efficient and effective performance of the entity.

#### Core affective skills

- Model professional, ethical, and socially and culturally appropriate behaviour.
- Motivate and develop self and others to improve employee engagement and productivity.

#### Core business environment

- Develop strategies for managing the impact of external environments on the entity and the effect on the entity's performance.
- Analyse how the origin and nature of the bi-cultural partnership (as embedded in the Treaty of Waitangi) can be applied to business activities and relationships.

### **Accounting strand**

#### Technical knowledge and skills

- Prepare and present general or special purpose financial reports for companies, including accounting policies and notes, with reference to accounting standards or the Special Purpose Framework for For-Profit Entities.
- Evaluate and use management accounting information for decision-making and problem-solving within a broad range of contexts.
- Integrate business finance techniques for strategic planning, measuring, and controlling business operations.
- Evaluate and use accounting information systems to solve business problems.
- Apply tax rules to a range of NZ entities in a range of situations, including tax planning considerations.
- Review critically, analyse and interpret financial and non-financial information to inform strategic decision making.
- Model behaviour in accordance with the accounting profession's Code of Ethics.

#### People skills

- Research, evaluate, and communicate complex financial information for the entity's performance.

### **Administration and Technology strand**

#### Technical knowledge and skills

- Manage and co-ordinate the internal business administrative systems, processes and technologies, to support operational

needs.

- Evaluate emerging technologies and make recommendations to improve performance and productivity of the business entity.
- Apply techniques to manage change and lead people to enable them to achieve personal and entity goals in administration and/or technology contexts.

### **Human Resource Management strand**

Technical knowledge and skills

- Analyse principles and practices of HR functions to improve performance-linked employee behaviours.
- Contribute evidence-based HR research into strategic organisational decision-making.
- Analyse trends, including technological, to identify and implement actions in specialist HR areas.

People Skills

- Communicate HR principles and practices effectively to influence stakeholders within a recognised industry ethical framework.

### **Leadership and Management strand**

Technical knowledge and skills

- Manage and lead people to enable them to achieve personal and entity goals for efficient and effective performance of the entity.
- Lead and implement change within the entity for efficient and effective performance of the entity.
- Lead and manage projects and/or entity initiatives.
- Access and manage resources to improve entity performance.
- Analyse and apply financial information to make informed decisions and forecasts for efficient and effective performance of the entity.

People skills

- Communicate with stakeholders to engage them with the strategic vision of the entity.
- Lead and model an entity culture and/or values that support success for efficient and effective performance of the entity.

Business environment

- Manage compliance with internal and external requirements.
- Analyse the impact of operating in a global context on entity goals and on modern business practice.

### **Māori Business and Management strand**

Technical knowledge and skills

- Apply management and leadership models predicated on a

Māori worldview to develop innovative and sustainable business practices, in a range of environments.

- Analyse a business entity that contributes towards the business outcomes of whānau, hapū, iwi, and hapori, to evaluate their operational performance.
- Research business innovation and/or potential to identify current and emerging business opportunities for Māori/brand Māori, and present findings.
- Research a business entity operating in a global context to analyse the impact on entity goals and on modern business practice, and present findings. Develop business strategies to manage the impact of external environments on a business entity, and the effect on performance.

#### People skills

- Use te reo Māori and apply tikanga Māori, to engage effectively with whānau, hapū, iwi, and/or hapori, in a business context.
- Advance and foster relationships with key stakeholders to deliver business solutions in collaboration with whānau, hapū, iwi, and/or hapori.

#### Affective skills

- Analyse and apply concepts of ako, in a business context, to manage learning and performance of self and others for the development of inter-generational leadership.

### **Marketing and Sales strand**

#### Technical knowledge and skills

- Develop and apply the business entity's strategic objectives for marketing and sales, including position, brand, internationalisation, and evaluation.
- Develop and justify strategic marketing plans for the entity including sources of competitive advantage, digital marketing, analytics, and evaluation.
- Develop and justify strategic sales plans for the entity including business to business marketing.
- Develop marketing and sales principles and processes to improve the strategic efficiency and effectiveness of the entity.

#### People Skills

- Create and implement actual and potential engagement strategies with stakeholders, including digital marketing, consumer behaviour and evaluation.
- Apply creativity using integrated marketing communication for effective marketing and sales outcomes.

### **Real Estate strand**

#### Technical knowledge and skills

- Operate strategically as a real estate Agent with current, broad and in-depth compliance knowledge of New Zealand

		<p>law relevant to operating a real estate business.</p> <ul style="list-style-type: none"> <li>– Apply in-depth knowledge and understanding of the operation of a real estate trust account in the current regulatory environment.</li> <li>– Apply broad knowledge and understanding of inspections and appraisals.</li> <li>– Apply broad and in-depth knowledge and understanding of, and provide supervision for, agency authority, preparation and administration of complex sale and purchase agreements, complex lease agreements, and the process of discharging contracts in all real estate situations.</li> </ul> <p>People skills</p> <ul style="list-style-type: none"> <li>– Lead, manage, and supervise licensees by modelling culture that promotes success through efficient, effective, and ethical performance in a changing environment in accordance with the Real Estate Agents Act 2008.</li> <li>– Engage, support, and communicate with internal stakeholders to enable them to develop and achieve agreed personal and entity goals.</li> </ul>
	<p><b>Education pathway</b></p>	<p>This qualification may build on from the New Zealand Diploma in Business (with strands in Accounting; Administration and Technology; Leadership and Management, and Project Management) (Level 5) [Ref: 2459].</p> <p>The <b>Māori Business and Management</b> strand may build on from the proposed New Zealand Certificate in Business (Māori Business and Management) (Level 5) [Ref: 2458].</p> <p>Graduates may progress to:</p> <ul style="list-style-type: none"> <li>– business qualifications at degree level</li> <li>– relevant industry or professional qualifications at Level 6 or above.</li> </ul> <p>Award of this qualification with the <b>Accounting</b> strand may equip graduates towards achievement of the academic requirements for NZICA’s Accounting Technicians College.</p> <p>Award of this qualification with the <b>Administration and Technology</b> strand may equip graduates towards achievement of Association of Administrative Professionals New Zealand’s (AAPNZ) Certification.</p> <p>The <b>Real Estate strand</b> may build on from the New Zealand Certificate in Real Estate (Salesperson) (Level 4) [Ref: 3111] and/or the New Zealand Certificate in Real Estate (Specialist) (Level 5) with strands in Business Broking; Commercial and Industrial; Residential; and Rural [Ref: 3112].</p>
	<p><b>Employment and/or community pathway</b></p>	<p>Graduates of this qualification with the <b>Accounting</b> strand will have the skills and knowledge to apply in-depth accounting and finance knowledge and skills to inform strategic business decisions in a variety of business entities in accounting</p>

	<p>technician roles, for example: finance manager/administrator, credit controller, payroll manager. Graduates will also be able to contribute to community groups in volunteer accounting functions.</p> <p>Graduates of this qualification with the <b>Administration and Technology</b> strand will have the skills and knowledge to manage administrative systems and operational processes, to evaluate emerging technologies, and to lead others in senior administrative positions within a wide range of business entities requiring managerial and leadership responsibilities. These may include: senior executive assistant, senior office manager, practice manager, event manager, project coordinator, senior administrator, private secretary.</p> <p>Graduates of the <b>Human Resource Management</b> strand will have the skills and knowledge to be employed in a variety of business entities in supervised roles in a specialist HR functional area such as a HR junior or intermediate advisor or business partner. The skills and knowledge can also be applied to supervisory or first line management roles.</p> <p>Graduates of this qualification with the <b>Leadership and Management</b> strand will have the skills and knowledge to work as a manager/leader in a range of strategic roles within New Zealand business entities.</p> <p>Graduates of this qualification with the <b>Māori Business and Management</b> strand will have the skills and knowledge to operate at a senior management level in a range of Māori organisations, iwi corporations, or organisations who wish to engage with Māori, including: decision-makers of government agencies, local territorial authorities, financial organisations, and the health and education sectors.</p> <p>Graduates of the <b>Marketing and Sales</b> strand will have the skills and knowledge to be employed in a variety of business entities in marketing/sales roles such as: account manager, new business acquisition, customer engagement advisor, brand manager, marketing coordinator, area representative, sales manager, digital marketing coordinator. Graduates may also be able to contribute to community groups in volunteer marketing/sales functions.</p> <p>Graduates of this qualification with the <b>Real Estate strand</b> will have the skills and knowledge to apply for a license with the Real Estate Agents Authority to operate as an agent or branch manager in the real estate industry.</p>
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## Qualification specifications

<p><b>Qualification award</b></p>	<p>This qualification will be awarded to people who have met the requirements of the outcomes.</p> <p>Credit gained for an outcome may be used only once to meet the requirements of this qualification.</p> <p>Awarding bodies for this qualification will be any education</p>
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	<p>organisation accredited under section 38 of the Education Amendment Act 2011 to deliver a programme leading to the qualification.</p> <p>The certificate will display the NZQF logo and the name and logo of the awarding body.</p>
<p><b>Evidence requirements for assuring consistency</b></p>	<p>All tertiary education organisations (TEOs) either arranging training or delivering programmes that lead to the award of the qualification are required to participate with the qualification developer in a scheduled consistency process, in accordance with published national guidelines.</p> <p>This will involve reviewing evidence associated with graduates' achievement of outcomes, establishing a periodic cycle for a review focus for the external consistency review, and agreeing acceptable standards and/or benchmarks for qualification outcome achievement, and areas for improvement.</p> <p>Standard evidence for programme providers may include:</p> <ul style="list-style-type: none"> <li>- assessment information leading to the achievement of the graduate outcomes</li> <li>- a portfolio of student work relating to the qualification and the annual review focus requirements</li> <li>- graduate and/or stakeholder/end-user feedback on outcome achievement</li> <li>- TEO moderation outcomes which may include moderation/benchmarking across common programmes</li> <li>- relevant External Evaluation and Review (EER) data.</li> </ul>
<p><b>Credit transfer and recognition of prior learning arrangements</b></p>	<p>Education organisations must have policies and procedures in place for managing credit transfer, and assessing recognition of prior learning and recognition of current competency. These policies and procedures, and associated fees, must be available to the candidates prior to enrolment.</p> <p>Where recognition of existing skills and knowledge is required by the candidate, this will be arranged by the education organisation delivering the programme leading to the qualification.</p> <p>To facilitate credit transfer, education organisations must clearly demonstrate the equivalency between each of the outcomes in the graduate profile, and the assessment components of their programmes.</p>
<p><b>Minimum standard of achievement and standards for grade endorsements</b></p>	<p>The minimum standard of achievement required for the award of the qualification will be the achievement of all the graduate outcomes in the graduate profile.</p> <p>There are no grade endorsements for this qualification.</p>

<p><b>Entry requirements (including prerequisites to meet regulatory body or legislative requirements)</b></p>	<p>To gain entry onto programmes leading to this qualification, international students must meet the English Proficiency Outcomes for International Students for whom English is not their First Language as set out in Appendix 2 of the NZQF Programme Approval and Accreditation Rules 2013 (Version 2). These can be accessed at: <a href="http://www.nzqa.govt.nz">www.nzqa.govt.nz</a>.</p> <p>There are no other mandatory prerequisites to meet regulatory body or legislative requirements for this qualification.</p> <p>The New Zealand Certificate in Real Estate (Salesperson) (Level 4) [Ref: 3111] and/or the New Zealand Certificate in Real Estate (Specialist) (Level 5) with strands in Business Broking; Commercial and Industrial; Residential; and Rural [Ref: 3112] are suggested entry qualifications for learners in programmes leading to this qualification with the Real Estate strand. TEOs and candidates should be aware of the licensing framework for the real estate sector to ensure they are operating within that framework.</p>
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## Qualification conditions

### Overarching conditions relating to the qualification

<p><b>Conditions for programme structure</b></p>	<p>Outcomes in the following sections of the graduate profile will be embedded throughout programme design and delivery, and assessment: People skills, Cognitive skills, Affective skills.</p>
<p><b>Conditions for programme context</b></p>	<p>Programme design and delivery, and all assessment will be conducted in the context of a real or realistic business entity, and in light of the requirements of that context.</p> <p>Programmes leading to award of this qualification must identify the context, and must justify the allocation of credits to graduate profile outcomes within the programme, in light of the requirements of the context.</p> <p>A business entity can be an organisation, or a commercial or other enterprise, not necessarily for profit, and can be a discretely managed business unit within a larger organisation.</p> <p>Programmes leading to the award of this qualification with the Māori Business and Management strand will be evaluated using the Mātauranga Māori Evaluative Quality Assurance (MM EQA) tools, processes, and methodologies.</p>
<p><b>Other conditions</b></p>	<p>None.</p>

Specific conditions relating to the Graduate profile

Qualification outcomes		Conditions
Core knowledge and skills Credits 23		
1	Determine and develop the business entity's strategic objectives.	
2	Apply knowledge of the principles and practices of operations, management accounting, sales/marketing, HR, and risk management, for the strategic objectives of the entity.	
3	Contribute at strategic levels to innovation and organisational change.	
Core people skills Credits 14		Programmes must include: <ul style="list-style-type: none"> <li>– written and oral communication</li> <li>– communication with both internal and external stakeholders to the entity.</li> </ul>
4	Research, evaluate, and communicate information for entity's performance.	
5	Develop and maintain strategic business relationships with stakeholders for efficient and effective performance of the entity.	
Core cognitive skills Credits 5		
6	Apply analytical and problem-solving skills to resolve complex situations and challenges for efficient and effective performance of the entity.	
Core affective skills Credits 8		Programmes must include: <ul style="list-style-type: none"> <li>– for <i>professional</i>: attitudes, qualities and behaviours;</li> </ul>

7	Model professional, ethical, and socially and culturally appropriate behaviour.	
8	Motivate and develop self and others to improve employee engagement and productivity.	
Core business environment Credits 10		
9	Develop strategies for managing the impact of external environments on the entity and the effect on the entity's performance.	
10	Analyse how the origin and nature of the bi-cultural partnership (as embedded in the Treaty of Waitangi) can be applied to business activities and relationships.	
<b>Accounting Strand</b>		
Technical knowledge and skills Credits 57		Programmes must include <ul style="list-style-type: none"> <li>– for <i>decision-making</i> and evaluative techniques: costing systems, overhead allocation, inventory management, relevant costs, cost volume profit, and pricing decisions;</li> <li>– capital budgeting, investment decisions, working capital management, sources of finance, cost of capital and capital structure;</li> <li>– accounting system concepts, controls, and security;</li> <li>– for <i>tax rules</i>: income, residency, deductions, depreciation, payment of taxes, tax credits, close companies (including qualifying companies, look-through companies and dividends), GST, FBT.</li> </ul>
11	Prepare and present general or special purpose financial reports for companies, including accounting policies and notes, with reference to accounting standards or the Special Purpose Framework for For-Profit Entities. Credits 10	
12	Evaluate and use management accounting information for decision-making and problem-solving within a broad range of contexts. Credits 10	

13	Integrate business finance techniques for strategic planning, measuring, and controlling business operations. Credits 10		
14	Evaluate and use accounting information systems to solve business problems. Credits 10		
15	Apply tax rules to a range of NZ entities in a range of situations, including tax planning considerations. Credits 10		
16	Review critically, analyse and interpret financial and non-financial information to inform strategic decision making. Credits 5		
17	Model behaviour in accordance with the accounting profession's Code of Ethics. Credits 2		
People skills Credits 3			
18	Research, evaluate, and communicate complex financial information for the entity's performance.		
<b>Administration and Technology strand</b>			
Technical knowledge and skills Credits 60			Programmes must include enabling people to achieve personal goals that are aligned with the entity's purpose.
19	Manage and co-ordinate the internal business administrative systems, processes and technologies, to support operational needs.		

20	Evaluate emerging technologies and make recommendations to improve performance and productivity of the business entity.	
21	Apply techniques to manage change and lead people to enable them to achieve personal and entity goals in administration and/or technology contexts.	
<b>Human Resource Management strand</b>		
Technical knowledge and skills Credits 45		
22	Analyse principles and practices of HR functions to improve performance-linked employee behaviours. Credits 15	Programmes must include the following context and impact: <ul style="list-style-type: none"> <li>– business impact</li> <li>– legal framework</li> <li>– technological, including HRIS.</li> </ul>
23	Contribute evidence-based HR research into strategic organisational decision-making. Credits 15	
24	Analyse trends, including technological, to identify and implement actions in a specialist HR area. Credits 15	
People skills Credits 15		
25	Communicate HR principles and practices effectively to influence stakeholders within a recognised industry ethical framework. Credits 15	

<b>Leadership and Management strand</b>		
Technical knowledge and skills Credits 40		
26	Manage and lead people to enable them to achieve personal and entity goals for efficient and effective performance of the entity.	Programmes must include enabling people to achieve personal goals that are aligned with the entity's purpose.
27	Lead and implement change within the entity for efficient and effective performance of the entity.	
28	Lead and manage projects and/or entity initiatives.	
29	Access and manage resources to improve entity performance.	
30	Analyse and apply financial information to make informed decisions and forecasts for efficient and effective performance of the entity.	
People skills Credits 8		
31	Communicate with stakeholders to engage them with the strategic vision of the entity.	
32	Lead and model an entity culture and/or values that support success for efficient and effective performance of the entity.	
Business environment Credits 12		
33	Manage compliance with internal and external requirements.	

34	Analyse the impact of operating in a global context on entity goals and on modern business practice.	
<b>Māori Business and Management strand</b>		
Technical knowledge and skills Credits 35		Programmes must assess people's ability to effectively engage with whānau, hapū, iwi, and/or hapori; and recognise and understand the importance of mana whenua. It is not intended that "using te reo Māori and applying tikanga Māori" be assessed at a particular level; instead, the focus of the outcome is effective engagement. The use of te reo and application of tikanga must, therefore, be relevant to the business context.
35	Apply management and leadership models predicated on a Māori worldview to develop innovative and sustainable business practices, in a range of environments.	
36	Analyse a business entity that contributes towards the business outcomes of whānau, hapū, iwi, and hapori, to evaluate their operational performance.	
37	Research business innovation and/or potential to identify current and emerging business opportunities for Māori/brand Māori, and present findings.	
38	Research a business entity operating in a global context to analyse the impact on entity goals and on modern business practice, and present findings.	
39	Develop business strategies to manage the impact of external environments on a business entity, and the effect on performance.	
People skills Credits 20		
40	Use te reo Māori and apply tikanga Māori, to engage effectively with whānau, hapū, iwi, and/or hapori, in a business context.	

41	Advance and foster relationships with key stakeholders to deliver business solutions in collaboration with whānau, hapū, iwi, and/or hapori.	
Affective skills Credits 5		
42	Analyse and apply concepts of ako, in a business context, to manage learning and performance of self and others for the development of inter-generational leadership.	
<b>Marketing and Sales strand</b>		
Technical knowledge and skills Credits 40		
43	Develop and apply the business entity's strategic objectives for marketing and sales, including position, brand, internationalisation, and evaluation.  Credits 6	
44	Develop and justify strategic marketing plans for the entity including sources of competitive advantage, digital marketing analytics, and evaluation.  Credits 12	
45	Develop and justify strategic sales plans for the entity, including business to business marketing.  Credits 12	
46	Develop marketing and sales principles and processes to improve the strategic efficiency and effectiveness of the entity.  Credits 10	Programmes must include: <ul style="list-style-type: none"> <li>– in a product- or service- based entity (service dominant logic), service quality, touchpoint/moments of truth</li> <li>– evaluation.</li> </ul>

People skills Credits 20		
47	Create and implement actual and potential engagement strategies with stakeholders, including digital marketing, consumer behaviour and evaluation.  Credits 12	'Create' is intended to be more innovative, less bound by existing process and ideas.
48	Apply creativity using integrated marketing communication for effective marketing and sales outcomes.  Credits 8	
<b>Real Estate strand</b>		
Technical knowledge and skills Credits 42		
49	Operate strategically as a real estate Agent with current broad and in-depth compliance knowledge of New Zealand law relevant to operating a real estate business.  Credits 18	Programmes must include: <ul style="list-style-type: none"> <li>- scoping of an agency's policy manual;</li> <li>- law as it applies to business structures: companies, partnerships, sole proprietors.</li> </ul>
50	Apply an in-depth knowledge and understanding of the operation of a real estate trust account in the current regulatory environment.  Credits 4	
51	Apply a broad knowledge and understanding of inspections and appraisals.  Credits 7	Programmes must include: <ul style="list-style-type: none"> <li>- residential;</li> <li>- commercial/industrial;</li> <li>- business broking rural.</li> </ul>

52	Apply a broad and in-depth knowledge and understanding of, and provide supervision for, agency authority, preparation and administration of complex sale and purchase agreements, complex lease agreements, and the process of discharging contracts in all real estate situations.  Credits 13	
People skills  Credits 18		
53	Lead, manage, and supervise licensees by modelling culture that promotes success through efficient, effective, and ethical performance in a changing environment in accordance with the Real Estate Agents Act 2008.  Credits 14	
54	Engage, support, and communicate with internal stakeholders to enable them to develop and achieve agreed personal and entity goals.  Credits 4	

## Transition information

<b>Replacement information</b>	This qualification replaced the National Diploma in Business (Level 6) [Ref: 1499].
<p>People currently working towards [Ref: 1499] may choose to complete that qualification or transfer their results to this replacement New Zealand qualification.</p> <p>The last date for entry into programmes leading to [Ref: 1499] is 31 December 2017.</p> <p>The last date for assessment against [Ref: 1499] is 31 December 2018, at which time it will be discontinued.</p> <p>It is not intended that any existing candidates are disadvantaged by this review. However, anyone who feels disadvantaged should contact the standard setter at:</p> <p>NZQA Qualifications Services, PO Box 160, Wellington 6140. Telephone 04 463 3000. Email <a href="mailto:business.qualifications@nzqa.govt.nz">business.qualifications@nzqa.govt.nz</a>. Website <a href="http://www.nzqa.govt.nz/">http://www.nzqa.govt.nz/</a>.</p>	

## Republication information

Version 1 of this qualification was republished in March 2015 to include the strand names in the specific conditions relating to the Graduate profile section.

## Version information

Version 2 of this qualification was issued to include an additional strand for Real Estate. The strand relates to the National Certificate in Real Estate (Branch Manager) (Level 5) [Ref: 1288] and the National Diploma in Real Estate (Agent) (Level 5) [Ref: 1731] which will not be replaced by separate New Zealand qualifications.

Version 3 of this qualification was issued in August 2017 to incorporate two additional strands: Human Resource Management; and Marketing and Sales.