

Qualification Outline

Diploma of Project Management

BSB51413



Get it done. Get it done *well*

Web: www.kneedeep.com.au/certification.html
Phone: +61 8 7127 4885
Email: admin@kneedeep.com.au
Address: Suite 203, Level 2
33 Pirie Street
Adelaide SA 5000

CONTENTS

PARTICIPANT PROFILE.....	3
KEY BENEFITS	3
ENTRY REQUIREMENTS.....	3
PATHWAYS.....	3
THE QUALIFICATION	4
ORGANISATION	4
EMPLOYABILITY SKILLS SUMMARY	5
STANDARD OF PERFORMANCE REQUIRED IN THE WORKPLACE FOR EACH UNIT OF COMPETENCY ..	7
BSBPMG511A : Manage project scope	7
BSBPMG512A : Manage project time.....	8
BSBPMG513A : Manage project quality	9
BSBPMG514A : Manage project cost	10
BSBPMG515A : Manage project human resources.....	11
BSBPMG516A : Manage project information and communication	12
BSBPMG517A : Manage project risk.....	13
BSBPMG518A : Manage project procurement	14
BSBPMG519A : Manage project stakeholder engagement	15
BSBPMG520A : Manage project governance.....	16
BSBPMG521A : Manage project integration.....	17
BSBWOR501B : Manage personal work priorities and professional development	19
BSBWOR502B : Ensure team effectiveness.....	20

PARTICIPANT PROFILE

This qualification reflects the role of individuals who possess a sound theoretical knowledge base and use a range of specialised, technical or managerial competencies to plan, carry out and evaluate their own work and/or the work of a team.

The target group of Learners for the Diploma of Project Management are those already working as project coordinators, project management officers, project/program administrators and team members within project teams.

KEY BENEFITS

- Introduction to the Project Management Body of Knowledge (PMBOK). This is an internationally recognised standard that covers the 10 areas of project management.
- Understand why leadership is necessary in a project environment.
- Acquire knowledge of project management principles and the application of techniques towards successful projects.
- Learn how to contribute effectively in a project environment.
- Better understanding of topics related to financial management, procurement, sales, contracts, quality, risk management, human resources, as well as time and communication management.

ENTRY REQUIREMENTS

There are no entry requirements for this qualification.

PATHWAYS

Preferred pathways for candidates considering this qualification include:

BSB41507 Certificate IV in Project Management or other relevant qualification/s

OR

With extensive vocational experience in project roles where they may have had some limited responsibility for the output of others, and without a formal project management qualification.

This breadth of expertise would equate to the competencies required to undertake this qualification.

Learners completing this qualification may consider undertaking the BSB60707 Advanced Diploma of Project Management, a qualification for those wishing to develop specialised skills and knowledge required to analyse, design and execute judgements using wide ranging technical, creative, conceptual or managerial competencies.

THE QUALIFICATION

Candidates must complete 12 units of competency to attain the qualification.

Core Units

BSBPMG511A	Manage project scope
BSBPMG512A	Manage project time
BSBPMG513A	Manage project quality
BSBPMG514A	Manage project cost
BSBPMG515A	Manage project human resources
BSBPMG516A	Manage project information and communication
BSBPMG517A	Manage project risk
BSBPMG521A	Manage project integration

Electives (any 4)

BSBPMG518A	Manage project procurement
BSBPMG519A	Manage project stakeholder engagement
BSBPMG520A	Manage project governance
BSBWOR501B	Manage personal work priorities and professional development
BSBWOR502B	Ensure team effectiveness

ORGANISATION

The 12 units of competency in the qualification have been assessed as having a combined approximate total of 580 nominal hours, these have been organised into an off-the-job training program comprising:

- **Face-to-face training** of content and concepts;
- **one-on-one coaching**, and
- **self-paced homework** which requires students to practice, model and integrate the behaviours, frameworks AND processes learnt, and collate a portfolio of evidence. While the time required to undertake the homework and gather evidence will vary between students, students should expect to spend a month completing each unit.

The twelve units have been grouped into an interactive training program. Homework includes;

- (a) Gathering a portfolio of evidence including but not limited to; project plans, meeting minutes, project reporting, and supervisor/peer assessments; and
- (b) Assignments based on the course material which are completed by students during this period.

Portfolios are to be handed in during a final assessment meeting.

EMPLOYABILITY SKILLS SUMMARY

Qualification Code and Title

The following table contains a summary of the Employability Skills required by industry for this qualification. The Employability Skills facets described here are broad industry requirements that may vary depending on qualification packaging options.

Employability Skill	Industry/enterprise requirements for this qualification include:
Communication	<ul style="list-style-type: none"> Consulting with stakeholders and others on developing a range of project management related plans Negotiating contracts and solutions to new and emerging issues Producing a wide range of reports and charts to document project progress, milestones and outcomes
Teamwork	<ul style="list-style-type: none"> Defining performance measures and managing the work of others through positive leadership Delegating roles and responsibilities to team for the implementation of project plans
Problem-solving	<ul style="list-style-type: none"> Analysing data and evaluating the effectiveness of systems Calculating resource requirements and acquiring them Designing control mechanisms and evaluating procedures Implementing continuous improvement processes as required Performing cost-benefit analyses and budgeting Assessing and managing risk Solving complex and non-routine difficulties Tracking and monitoring projects Using a variety of problem-solving and decision-making strategies
Initiative and enterprise	<ul style="list-style-type: none"> Responding to new and changing circumstances to ensure project outcomes remain achievable Reviewing processes to inform future activity
Planning and organising	<ul style="list-style-type: none"> Developing a quality-assurance process and applying appropriate techniques and tools Planning and managing projects in respect to time, cost, quality and resource management Undertaking contingency planning and integrating all project processes
Self-management	<ul style="list-style-type: none"> Managing own time and priorities and dealing with contingencies Taking responsibility as required by work role and ensuring all organisational policies and procedures are followed Using discretion and judgement required within complex environments Using judgement in planning and selecting resources for self and others

Employability Skill	Industry/enterprise requirements for this qualification include:
Learning	<ul style="list-style-type: none"> • Providing learning and development opportunities for the project team • Counselling staff as required on skill-development requirements
Technology	<ul style="list-style-type: none"> • Using electronic communication devices and processes, such as internet, intranet and email to produce written correspondence and reports • Using project management specific software, including time-analysis and risk-analysis tools • Using technology to assist the management of information and the planning process

Standard of Performance Required in the Workplace for Each Unit of Competency

BSBPMG511A : Manage project scope

This unit describes the performance outcomes, skills and knowledge required to determine and manage project scope. It involves obtaining project authorisation, developing a scope-management plan, and managing the application of project scope controls.

ELEMENT	PERFORMANCE CRITERIA
1. Conduct project authorisation activities	1.1 Develop and confirm procedures for project authorisation with an appropriate authority 1.2 Obtain authorisation to expend resources 1.3 Confirm project delegations and authorities in project governance arrangements
2. Define project scope	2.1 Identify, negotiate and document project boundaries 2.2 Establish measurable project benefits, outcomes and outputs 2.3 Establish a shared understanding of the desired project outcomes with relevant stakeholders 2.4 Document scope-management plan
3. Manage project scope-control process	3.1 Implement agreed scope-management procedures and processes 3.2 Manage the impact of scope changes within established time, cost and quality constraints according to change-control procedures 3.3 Identify and document scope-management issues and recommend improvements for future projects

BSBPMG512A : Manage project time

This unit describes the performance outcomes, skills and knowledge required to manage time in projects. It involves determining and implementing the project schedule, and assessing time-management outcomes.

ELEMENT	PERFORMANCE CRITERIA
1. Determine project schedule	1.1 Develop the work breakdown structure with sufficient detail to enable effective planning and control 1.2 Estimate the duration and effort, sequence and dependencies of tasks to achieve project deliverables 1.3 Use project-scheduling tools and techniques to identify schedule impact on project time management, resource requirements, costs and risks 1.4 Contribute to achieving an agreed schedule baseline and communication of the schedule to stakeholders
2. Implement project schedule	2.1 Implement mechanisms to measure, record and report progress of activities in relation to the agreed schedule 2.2 Conduct ongoing analysis to identify baseline variance 2.3. Analyse and forecast the impact of changes to the schedule 2.4 Review progress throughout the project life cycle and implement agreed schedule changes 2.5 Develop responses to potential or actual schedule changes and implement them to maintain project objectives
3. Assess time-management outcomes	3.1 Review schedule performance records to determine the effectiveness of time-management activities 3.2 Identify and document time-management issues and recommend improvements

BSBPMG513A : Manage project quality

This unit describes the performance outcomes, skills and knowledge required to manage quality in projects. It involves determining quality requirements, implementing quality control and assurance processes, and using review and evaluation to make quality improvements in current and future projects.

ELEMENT	PERFORMANCE CRITERIA
1. Determine quality requirements	1.1 Determine quality objectives and standards with input from stakeholders 1.2 Document in a quality-management plan the quality metrics for project and product output 1.3 Select established quality-management methods, techniques and tools to resolve quality issues 1.4 Distribute, discuss and support quality requirements with project team and stakeholders 1.5 Include agreed quality requirements in the project management plan and implement as basis for performance measurement
2. Implement quality processes	2.1 Undertake quality-assurance audit of project processes for compliance with agreed plans 2.2 Assess quality control of project and product output according to agreed quality specifications 2.3 Identify causes of variance to quality metrics and undertake remedial action 2.4 Maintain a quality management system to enable accurate and timely recording of quality audit data
3. Implement project quality improvements	3.1 Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement 3.2 Review project outcomes against performance requirements to determine the effectiveness of quality-management processes and procedures 3.3 Identify and document lessons learned and recommended improvements

BSBPMG514A : Manage project cost

This unit describes the performance outcomes, skills and knowledge required to identify, analyse and refine project costs to produce a budget, and to use this budget as the principal mechanism to control project cost.

ELEMENT	PERFORMANCE CRITERIA
1. Determine project costs	1.1 Determine resource requirements for individual tasks identified in the work breakdown structure, with input from stakeholders and guidance from others 1.2 Estimate project costs to enable project budget to be prepared within agreed tolerances 1.3 Develop a project budget 1.4 Develop a cost-management plan, within delegated authority, to ensure clarity of understanding and ongoing management of project finances
2. Monitor and control project costs	2.1 Implement agreed financial-management processes and procedures to monitor actual expenditure against budget 2.2 Select and use cost-analysis methods and tools to identify cost variations and evaluate alternative actions 2.3 Implement and monitor agreed actions to maintain financial objectives 2.4 Provide accurate and timely financial reports
3. Complete cost-management processes	3.1 Conduct appropriate activities to signify financial completion 3.2 Review project outcomes using available records to determine the effectiveness of project cost management 3.3 Review cost-management issues and document improvements

BSBPMG515A : Manage project human resources

This unit describes the performance outcomes, skills and knowledge required to manage human resources in and for projects. It involves planning for human resources, implementing personnel training and development, and managing the project team.

ELEMENT	PERFORMANCE CRITERIA
1. Plan human resources	<ul style="list-style-type: none"> 1.1 Determine resource requirements for individual tasks to determine required project personnel levels and competencies 1.2 Establish project organisation and structure to align individual and group competencies with project tasks 1.3 Allocate personnel to the project to meet planned work outputs throughout the project 1.4 Apply human resource management (HRM) methods, techniques and tools to support the engagement and performance of personnel
2. Implement personnel training and development	<ul style="list-style-type: none"> 2.1 Negotiate, define and communicate clear project role descriptions 2.2 Identify, plan and implement ongoing development and training of project team members to support personnel and project performance 2.3 Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance
3. Lead the project team	<ul style="list-style-type: none"> 3.1 Implement processes and take action to improve individual performance and overall project effectiveness 3.2 Monitor and report for remedial action internal and external influences on individual and project team performance and morale 3.3 Implement procedures for interpersonal communication, counselling and conflict resolution to maintain a positive work environment 3.4 Identify and manage inter-project and intra-project resource conflict to minimise impact on achievement of project objectives
4. Finalise human resource activities	<ul style="list-style-type: none"> 4.1 Disband the project team according to organisational policies and procedures 4.2 Identify and document human resource issues and recommended improvements

BSBPMG516A : Manage project information and communication

This unit describes the performance outcomes, skills and knowledge required to manage human resources in and for projects. It involves planning for human resources, implementing personnel training and development, and managing the project team.

ELEMENT	PERFORMANCE CRITERIA
1. Plan information and communication processes	1.1 Identify, analyse and document information requirements, with input from stakeholders, as the basis for communication planning 1.2 Develop, within delegated authority, an agreed communication management plan to support the achievement of project objectives 1.3 Establish and maintain designated project-management information system to ensure the quality, validity, timeliness and integrity of information and communication
2. Implement project information and communication processes	2.1 Manage the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders 2.2 Implement, modify, monitor and control designated information-validation processes to optimise quality and accuracy of data 2.3 Implement and maintain appropriate communication networks 2.4 Identify and resolve communication and information-management system issues
3. Assess information and communication outcomes	3.1 Finalise and archive records according to agreed project information ownership and control requirements 3.2 Review project outcomes to determine the effectiveness of management information and communication processes and procedures 3.3 Identify and document lessons learned and recommended improvements for application to future projects

BSBPMG517A : Manage project risk

This unit describes the performance outcomes, skills and knowledge required to manage risks that may impact on achieving project objectives. It involves identifying, analysing, treating and monitoring project risks, and assessing risk-management outcomes.

ELEMENT	PERFORMANCE CRITERIA
1. Identify project risks	1.1 Determine risk objectives and standards , with input from stakeholders 1.2 Establish project risk context to inform risk-management processes 1.3 Identify project risks using valid and reliable risk-identification methods 1.4 Classify project risks within agreed risk categories
2. Analyse project risks	2.1 Determine risk-analysis classification criteria and apply to an agreed risk-ranking system 2.2 Use risk-analysis processes, within delegated authority , to analyse and qualify risks, threats and opportunities 2.3 Determine risk priorities in agreement with project client and other stakeholders 2.4 Document risk-analysis outcomes for inclusion in risk register and risk-management plan
3. Establish risk treatments and controls	3.1 Identify and document existing risk controls 3.2 Consider and determine risk-treatment options using agreed consultative methods 3.3 Record and implement agreed risk treatments 3.4 Update risk plans and allocate risk responsibilities to project team members
4. Monitor and control project risks	4.1 Establish regular risk-review processes to maintain currency of risk plans 4.2 Regularly monitor risk environment to identify changed circumstances that impact on project risks 4.3 Determine risk responses to changed environment 4.4 Implement agreed risk responses and modify plans to maintain currency of risk treatments and controls
5. Assess risk-management outcomes	5.1 Review project outcomes to determine effectiveness of risk-management processes and procedures 5.2 Identify and document risk-management issues and recommended improvements for application to future projects

BSBPMG518A : Manage project procurement

This unit describes the performance outcomes, skills and knowledge required to undertake procurement in projects. It involves determining procurement requirements, establishing agreed procurement processes, conducting contracting and procurement activities, and managing finalisation processes.

ELEMENT	PERFORMANCE CRITERIA
1. Determine procurement requirements	1.1 Identify procurement requirements with input from stakeholders as the basis for procurement planning 1.2 Establish and maintain, within delegated authority, an agreed procurement-management plan
2. Establish agreed procurement processes	2.1 Obtain information from suppliers capable of fulfilling procurement requirements 2.2 Determine or adopt established selection processes and selection criteria and communicate them to vendors to ensure transparency 2.3 Obtain relevant approvals for procurement processes to be used for the project
3. Conduct procurement activities	3.1 Identify and act according to probity and project-governance constraints 3.2 Communicate agreed proposals and/or specifications to prospective vendors to ensure clarity of understanding of project objectives 3.3 Solicit vendor responses according to proposal requirements 3.4 Evaluate responses and select preferred vendors according to current legal requirements and agreed selection criteria 3.5 Negotiate with preferred contractor or supplier, to agree on terms and conditions of supply
4. Implement and monitor procurement	4.1 Implement established procurement-management plan and make modifications in line with agreed delegations 4.2 Review progress and manage agreed variations to ensure timely completion of tasks and resolution of conflict within the legal framework of the supply agreement 4.3 Identify and report procurement-management issues and implement agreed remedial actions to ensure project objectives are met
5. Manage procurement finalisation procedures	5.1 Conduct finalisation activities to ensure vendor deliverables meet contracted requirements 5.2 Review project outcomes using available procurement records and information to determine effectiveness of procurement processes and procedures 5.3 Document lessons learned and recommended improvements for application to future projects

BSBPMG519A : Manage project stakeholder engagement

This unit describes the performance outcomes, skills and knowledge required to manage stakeholder relationships during a project. It involves ensuring the timely and appropriate involvement of key individuals, organisations and groups throughout the project.

ELEMENT	PERFORMANCE CRITERIA
1. Identify and address stakeholder interests	1.1 Identify stakeholders relevant to project objectives 1.2 Segment stakeholder interests and determine forms of engagement 1.3 Consider interests of stakeholders when considering and advising on project-management issues 1.4 Identify and implement actions to address differing interests where required
2. Manage effective stakeholder engagement	2.1 Support development of team members' interpersonal skills in effective stakeholder engagement 2.2 Distribute team work effectively to ensure defined project roles are followed 2.3 Identify and clarify stakeholder behavioural expectations where required 2.4 Openly lead stakeholder performance reviews 2.5 Identify and address individual development needs and opportunities to support stakeholder engagement
3. Manage stakeholder communications	3.1 Determine and document stakeholder communication needs 3.2 Ensure relevant stakeholders agree to communication method, content and timing of engagement 3.3 Communicate information as planned and in line with authority levels, identifying and addressing variances

BSBPMG520A : Manage project governance

This unit describes the performance outcomes, skills and knowledge required to establish and implement project governance. It involves identifying, applying, monitoring and reviewing project governance.

ELEMENT	PERFORMANCE CRITERIA
1. Identify project-management structure	1.1 Determine organisational governance policies, procedures and expectations of project stakeholders 1.2 Negotiate clear and discrete project governance roles and responsibilities with relevant authorities 1.3 Establish delegated authorities for project decision making 1.4 Identify and record differences between organisation's functional authorities and project authorities 1.5 Adopt, document and communicate unambiguous governance plan to relevant stakeholders
2. Apply project governance policies and procedures	2.1 Distribute and present information on governance planning to the project team and other relevant stakeholders and ensure common understanding 2.2 Include delegated authorities within role and project position descriptions 2.3 Moderate conflicts regarding roles, responsibilities and authorities to support achievement of project objectives 2.4 Regularly report to organisation and project authorities on performance and issues arising from governance arrangements
3. Monitor and review project governance	3.1 Analyse and review project governance impact on achieving project objectives 3.2 Document lessons learned and recommendations to assist future projects

BSBPMG521A : Manage project integration

This unit describes the performance outcomes, skills and knowledge required to integrate and balance the overall project management functions of scope, time, cost, quality, human resources, communications, risk and procurement across the project life cycle; and to align and track the project objectives to comply with organisational goals, strategies and objectives.

ELEMENT	PERFORMANCE CRITERIA
1. Establish project	1.1 Identify, clarify and prepare project initiation documentation 1.2 Identify the relationship between the project and broader organisational strategies and goals 1.3 Negotiate and document project objectives, outcomes and benefits 1.4 Negotiate the project governance structure with relevant authorities and stakeholders 1.5 Prepare and submit project charter for approval by relevant authorities
2. Undertake project planning and design processes	2.1 Establish and implement a methodology to disaggregate project objectives into achievable project deliverables 2.2 Identify project stages and key requirements for stage completion against client requirements and project objectives 2.3 Analyse project management functions to identify interdependencies and the impact of the triple constraints 2.4 Develop a project management plan that integrates all project-management functions with associated plans and baselines 2.5 Establish designated mechanisms to monitor and control planned activity 2.6 Negotiate approval of project plan with relevant stakeholders and project authority
3. Execute project in work environment	3.1. Manage the project in an established internal work environment to ensure work is conducted effectively throughout the project 3.2. Maintain established links to align project objectives with organisational objectives throughout the project life cycle 3.3. Within authority levels, resolve conflicts that may negatively affect project objectives
4. Manage project control	4.1. Ensure project records are updated against project deliverables and plans at required intervals 4.2. Analyse and submit status reports on project progress and identified issues with stakeholders and relevant authorities 4.3. Analyse and submit impact analysis on change requests for approval where required 4.4. Maintain relevant project logs and registers accurately and regularly to assist with project audit 4.5. Ensure associated plans are updated to reflect project progress against baselines and approved changes

BSBPMG521A : Manage project integration

5. Manage project finalisation	<ul style="list-style-type: none">5.1. Identify and allocate project finalisation activities5.2. Ensure project products and associated documentation are prepared for handover to client in a timely manner5.3. Finalise financial, legal and contractual obligations5.4. Undertake project review assessments as input to future projects
--------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

BSBWOR501B : Manage personal work priorities and professional development

This unit describes the performance outcomes, skills and knowledge required to manage own performance and professional development. Particular emphasis is on setting and meeting priorities, analysing information and using a range of strategies to develop further competence.

ELEMENT	PERFORMANCE CRITERIA
1. Establish personal work goals	1.1. Serve as a positive role model in the workplace through personal work planning and organisation 1.2. Ensure personal work goals, plans and activities reflect the organisation's plans, and own responsibilities and accountabilities 1.3. Measure and maintain personal performance in varying work conditions, work contexts and contingencies
2. Set and meet own work priorities	2.1. Take initiative to prioritise and facilitate competing demands to achieve personal, team and organisational goals and objectives 2.2. Use technology efficiently and effectively to manage work priorities and commitments 2.3. Maintain appropriate work-life balance, and ensure stress is effectively managed and health is attended to
3. Develop and maintain professional competence	3.1. Assess personal knowledge and skills against competency standards to determine development needs, priorities and plans 3.2. Seek feedback from employees, clients and colleagues and use this feedback to identify and develop ways to improve competence 3.3. Identify, evaluate, select and use development opportunities suitable to personal learning style/s to develop competence 3.4. Undertake participation in networks to enhance personal knowledge, skills and work relationships 3.5. Identify and develop new skills to achieve and maintain a competitive edge

BSBWOR502B : Ensure team effectiveness

This unit describes the performance outcomes, skills and knowledge required to facilitate all aspects of teamwork within the organisation. It involves taking a leadership role in the development of team plans, leading and facilitating teamwork and actively engaging with the management of the organisation.

ELEMENT	PERFORMANCE CRITERIA
1. Establish team performance plan	1.1. Consult team members to establish a common understanding of team purpose, roles, responsibilities and accountabilities in accordance with organisational goals, plans and objectives 1.2. Develop performance plans to establish expected outcomes, outputs, key performance indicators and goals for work team 1.3. Support team members in meeting expected performance outcomes
2. Develop and facilitate team cohesion	2.1. Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team 2.2. Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities 2.3. Provide feedback to team members to encourage, value and reward individual and team efforts and contributions 2.4. Develop processes to ensure that issues, concerns and problems identified by team members are recognised and addressed
3. Facilitate teamwork	3.1. Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes 3.2. Support the team in identifying and resolving work performance problems 3.3. Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders
4. Liaise with stakeholders	4.1. Establish and maintain open communication processes with all stakeholders 4.2. Communicate information from line manager /management to the team 4.3. Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders 4.4. Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders