

Qualification Outline

Diploma of Project Management

BSB51415



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INTRODUCTION

KneeDeep provides nationally accredited training and development for people who want to improve their project management skills.

QUALIFICATION DESCRIPTION

This qualification reflects the role of individuals who apply project management skills and knowledge. They may manage projects in a variety of contexts, across a number of industry sectors. They have project leadership and management roles and are responsible for achieving project objectives. They possess a sound theoretical knowledge base and use a range of specialised, technical and managerial competencies to initiate, plan, execute and evaluate their own work and/or the work of others.

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.

THE QUALIFICATION

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

Core Units

| | |
|-----------|--|
| BSBPMG511 | Manage project scope |
| BSBPMG512 | Manage project time |
| BSBPMG513 | Manage project quality |
| BSBPMG514 | Manage project cost |
| BSBPMG515 | Manage project human resources |
| BSBPMG516 | Manage project information and communication |
| BSBPMG517 | Manage project risk |
| BSBPMG521 | Manage project integration |

Electives (any 4)

| | |
|-----------|--|
| BSBPMG518 | Manage project procurement |
| BSBPMG519 | Manage project stakeholder engagement |
| BSBPMG520 | Manage project governance |
| BSBWOR501 | Manage personal work priorities and professional development |
| BSBWOR502 | Lead and manage 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.

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

BSBPMG511 : Manage project scope

This unit describes the 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 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 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 |

BSBPMG512 : Manage project time

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

| ELEMENT | PERFORMANCE CRITERIA |
|------------------------------------|--|
| 1. Determine project schedule | 1.1 Develop work breakdown structure with sufficient detail to enable effective planning and control 1.2 Estimate 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 according to agreed schedule 2.2 Conduct ongoing analysis to identify baseline variance 2.3 Analyse and forecast impact of changes to the schedule 2.4 Review progress throughout 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 effectiveness of time management activities 3.2 Identify and document time management issues and recommend improvements |

BSBPMG513 : Manage project quality

This unit describes the skills and knowledge required to manage quality within 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, quality metrics 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 |
| | |

BSBPMG514 : Manage project cost

This unit describes the 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 effectiveness of project cost management 3.3 Review cost-management issues and document improvements |

BSBPMG515 : Manage project human resources

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

| ELEMENT | PERFORMANCE CRITERIA |
|---|---|
| 1. Plan human resources relevant to projects | 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 project timeline 1.4 Apply human resources management (HRM) methods, techniques and tools to support engagement and performance of personnel |
| 2. Implement project personnel training and development | 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 project team | 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 related to projects | 4.1 Disband project team according to organisational policies and procedures 4.2 Identify and document human resource issues and recommended improvements |

BSBPMG516 : Manage project information and communication

This unit describes the skills and knowledge required to link people, ideas and information at all stages in the project life cycle. Project communication management ensures timely and appropriate generation, collection, dissemination, storage and disposal of project information through formal structures and processes.

| 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 achievement of project objectives 1.3 Establish and maintain a designated project-management information system to ensure quality, validity, timeliness and integrity of information and communication |
| 2. Implement project information and communication processes | 2.1 Manage 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 effectiveness of management information and communication processes and procedures 3.3 Identify and document lessons learned and recommended improvements for application in future projects |

BSBPMG517 : Manage project risk

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

| ELEMENT | PERFORMANCE CRITERIA |
|---|---|
| 1. Identify project risks | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 2.1 Determine risk analysis classification criteria and apply to 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 4.1 Establish regular risk review processes to maintain currency of risk plans 4.2 Regularly monitor risk environment to identify changed circumstances impacting 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 | <ul style="list-style-type: none"> 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 |

BSBPMG518 : Manage project procurement

This unit describes the skills and knowledge required to undertake procurement in projects.

| ELEMENT | PERFORMANCE CRITERIA |
|---|--|
| 1. Determine procurement requirements | 1.1 Identify procurement requirements with input from stakeholders as basis for procurement planning 1.2 Establish and maintain, within delegated authority, 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 to vendors to ensure transparency 2.3 Obtain relevant approvals for procurement processes to be used |

BSBPMG519 : Manage project stakeholder engagement

This unit describes the skills and knowledge required to manage stakeholder relationships.

| 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 |

BSBPMG520 : Manage project governance

This unit describes the 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 the 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 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 the 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 |

BSBPMG521 : Manage project integration

This unit describes the skills and knowledge required to integrate and balance 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 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 relationship between the project and broader organisational strategies and goals 1.3 Negotiate and document project objectives, outcomes and benefits 1.4 Negotiate 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 impacts of 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 3.3 Within authority levels, resolve conflicts negatively affecting attainment of 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 of 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 |
| 5. Manage project finalisation | 5.1 Identify and allocate project finalisation activities 5.2 Ensure project products and associated documentation are prepared for handover to client in a timely manner 5.3 Finalise financial, legal and contractual obligations 5.4 Undertake project review assessments as input to future projects |

BSBWOR501 : Manage personal work priorities and professional development

This unit describes the skills and knowledge required to create systems and process to organise information and prioritise tasks.

| ELEMENT | PERFORMANCE CRITERIA |
|---|---|
| 1. Establish personal work goals | 1.1 Serve as a positive role model in the workplace through personal work planning 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 when contingencies occur |
| 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 Participate in networks to enhance personal knowledge, skills and work relationships 3.5 Identify and develop new skills to achieve and maintain a competitive edge |

BSBWOR502 : Lead and 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.

| 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 (KPIs) 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 |