

Masters Degree in Project Management

Syllabus Guide:

BSBPMG601A: Direct the integration of projects

Description

This unit describes the performance outcomes, skills and knowledge required to manage the integration of all functions of project management in a programme or multiple project context. This covers managing conflicting priorities between projects, directing project management process and team members in re-aligning projects within the programme, directing the internal environment with the needs and expectations of the external environment, and directing projects within the programme throughout their life cycle.

Performance Criteria and Competency

Element	Performance criteria
<p>1. Direct integration of all functions of project management</p> <p>2. Direct the internal project environment to meet external needs and expectations</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Support project management process in project stakeholder analysis to determine the influence of others on project outcomes</p> <p>1.2 Analyze, rationalize and integrate the requirements of all projects and the inter-relationships of <i>project management functions</i> to determine agreed, <i>achievable programme objectives</i> that align to organizational goals, strategies and objectives</p> <p>1.3 Review, rationalize, and when approved, integrate project plans into a structured, cohesive programme plan for ongoing programme management</p> <p>1.4 Derive integrated programme control mechanisms from project plans, to establish programme control requirements</p> <p>1.5 Use project plans to develop consolidated programme budgets, schedules and interdependencies, and to identify programme risks</p> <p>2.1 Direct the <i>internal project working environment</i> to ensure project managers' work is conducted effectively throughout multiple, aligned project life cycles</p> <p>2.2 Establish and maintain links to direct the alignment between projects and organizational objectives within the programme</p> <p>2.3 Evaluate project proposals (scope definitions) against the organization's strategic objectives</p> <p>2.4 Coordinate and direct conflicting requirements of individual projects to achieve programme objectives</p> <p>2.5 Modify where necessary, individual project objectives to achieve overall programme objectives</p>

<p>3. Direct projects throughout project life cycles</p>	<p>2.6 Coordinate the impact of <i>external environmental influences</i> on individual projects to achieve programme objectives</p> <p>3.1 Direct all project managers to provide project phases, approval points, review points and other milestones, to allow programme integration</p> <p>3.2 Establish project baselines and report progress in relation to these baselines, to measure programme performance throughout the business reporting cycle</p> <p>3.3 Progressively review project baselines to ensure nominated benefits are consistent with organizational expectations</p> <p>3.4 Direct <i>finalization plans, procedures and activities</i> to ensure final outcomes are met and that projects meet agreed programme objectives</p> <p>3.5 Review projects finalized in a programme management reporting period to evaluate benefits to the business</p> <p>3.6 Pass on integration management lessons learned to higher project authority and provide feedback for application to other projects and team members.</p>
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Skills and Knowledge

Students will develop key skills in:

- high level leadership skills to gain confidence and trust from people working on all levels
- literacy skills to communicate decisions and to write quality reports
- high level prioritizing, planning and organizing skills
- innovation skills to develop new and better systems for managing in complex situations
- Problem-solving skills to deal with project management issues.

Students will develop knowledge in the areas of:

- programme planning
- methodologies, tools and techniques for project management
- leadership models
- Relevant legislation, codes and national standards.

BSBPMG602A: Direct the scope of a project

Description

This unit describes the performance outcomes, skills and knowledge required to direct the scope of projects within a program or multiple projects context. It covers the management of project authorisations and defining, planning and managing the program scope.

Performance criteria and competency

Element	Performance criteria
<p>1. Authorize projects</p> <p>2. Define and plan program scope</p> <p>3. Manage program scope</p>	<p align="center"><u>Upon completion students should be able to:</u></p> <p>1.1 Analyze <i>needs</i>, in consultation with client and relevant stakeholders, to justify each project.</p> <p>1.2 Conduct project selection and prioritization within guidelines provided by, or under the direction of, a relevant (governance) authority</p> <p>1.3 Make <i>project authorization recommendations</i> to relevant authority as the basis for future project management activity, and commitment of resources and effort</p> <p>2.1 Define projects' objectives, major deliverables and resource requirements at the project and program level, and confirm them with the governance group or relevant authority</p> <p>2.2 Determine and agree measurable project outcomes and benefits to enable quantified evaluation of program performance</p> <p>2.3 Develop, agree on and communicate scope definition, <i>scope management</i> strategies and plans</p> <p>2.4 Align program scope to business requirements and organizational strategy</p> <p>3.1 Conduct regular program reviews to measure <i>project performance</i> and to ensure that stated program and business/strategic objectives are met</p> <p>3.2 Establish and maintain <i>change management system</i> to form the basis of ongoing scope management</p> <p>3.3 Conduct <i>reviews of scope changes</i> and take action to ensure that project and program objectives are achieved or modified</p> <p>3.4 Measure project outcomes against defined program scope and aligned strategic objectives</p> <p>3.5 Communicate results of program outcomes to relevant authority</p> <p>3.6 Pass on scope management lessons learned to higher project authority for application in planning and implementation of later projects within the program</p>

Skills and Knowledge

Students will develop skills in:

- high level literacy skills to review and amend project plans, to communicate decisions and to write quality reports
- high level analysis, planning, organizing, problem-solving and evaluating skills in relation to project scope management
- self management skills to prioritize actions for successful outcomes
- Negotiation skills to control proposed changes in scope.

Students will develop knowledge in areas of:

- scope management plans, methodologies, techniques and tools
- project life cycle and the significance of scope management
- Typical challenges and issues encountered in project scope management and options for addressing these.

BSBPMG603A:Direct time management of a project

Description

This unit describes the performance outcomes, skills and knowledge required to direct time management across projects so that key deliverables meet project and program schedules.

Performance criteria and competency

Element	Performance criteria
<p>1. Direct project schedule development</p> <p>2. Manage program schedules</p> <p>3. Analyse time management outcomes</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Determine from individual project plans the duration, effort, sequence and interdependencies of major activities and milestones to form the basis of the program schedule</p> <p>1.2 Direct project management process or personnel by the use of <i>time management</i> methods, <i>techniques and tools</i>, preferred schedules, <i>time management plans</i>, resource allocation and financial requirements to enable continuous updating and refining of the program schedule</p> <p>1.3 Formalize and communicate project schedules, with agreement, to stakeholders as the basis for planning, implementation and review of progress</p> <p>2.1 Develop, implement and modify mechanisms to monitor, control, record and report actual progress in relation to the agreed schedule and plans</p> <p>2.2 Conduct ongoing analysis to identify and forecast variances and trends, and to develop responses so that projects meet their schedules</p> <p>2.3 Manage durations of key activities and interdependencies between projects to enable financial and resource rationalization across the program, to meet strategic expectations within the management/reporting period of the program</p> <p>2.4 Review progress and refine the schedule throughout the program life cycle to ensure consistency with changing scope, objectives and constraints related to time and resource availability</p> <p>2.5 Ensure responses to perceived, potential or actual project schedule changes are authorized to achieve program objectives</p> <p>3.1 Review and analyze multiple project and program outcomes from available <i>records</i> and information to determine the effectiveness of the schedule and time management processes</p> <p>3.2 Pass on lessons learned to higher project authority and provide feedback for application, planning and implementation of later projects within the program</p>

Skills and Knowledge

Students will develop skills in:

- high level leadership skills to inspire trust and confidence in all stakeholder groups
- literacy skills to communicate decisions and to write quality reports
- communication and interpersonal skills to convey expectations, negotiate, resolve conflict and motivate performance
- planning and organizing skills to ensure that time lines are met across projects
- time management skills (of self and others)
- Problem-solving skills to address time management issues.

Students will develop knowledge in the area of:

- relationship between time, cost and resources to the project management framework
- time management and estimating
- Methodologies, techniques and tools, their capabilities, limitations, applicability and outcomes.

BSBPMG604A: Direct cost management of a project

Description

This unit describes the performance outcomes, skills and knowledge required to analyse, coordinate, and refine the budgets of multiple projects that contribute to an overall program budget. It covers directing project budget development, managing program costs and directing the financial completion of projects.

Performance criteria and competency

Element	Performance criteria
<p>1. Direct project budget development</p> <p>2. Manage program costs</p> <p>3. Direct financial completion</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Direct project management process to determine resource requirements for individual tasks, in consultation with appropriate stakeholders, to develop a project budget which contributes to the program budget</p> <p>1.2 Direct project cost estimation to enable budgets and cost management processes to be developed for the project life cycles</p> <p>1.3 Direct and authorize cost strategies and cost management plans to ensure clarity of understanding and ongoing management of project finances and the program budget overall</p> <p>2.1 Develop and maintain cost management systems to direct monitoring of actual expenditure and to control costs throughout multiple project life cycles and for the program overall</p> <p>2.2 Conduct analysis, evaluate options and implement responses to project cost variations to maintain control over changing financial and overall program objectives</p> <p>2.3 Monitor internal and external influences on program costs and, where necessary, seek approval from business management for changes to the approved program budget</p> <p>3.1 Provide direction for project finalization activities to achieve integrated financial and physical project completion within program and therefore client and organizational expectations</p> <p>3.2 Review project outcomes from available records at the finalization of each project, and analyze information to determine the effectiveness of cost management systems</p> <p>3.3 File program lessons learned as a resource for future reference and, where necessary, refer to higher project authority for application in planning strategic direction changes and business outcomes for future projects</p>

Skills and Knowledge

Students will develop skills in:

- technology skills to oversee project financial performance
- numeracy skills to develop and interpret project budgets and to provide financial information
- literacy skills to communicate decisions and to write quality reports
- leadership skills to inspire trust and confidence in teams, managers and stakeholders
- communication and interpersonal skills to convey expectations, resolve conflict and motivate performance
- planning skills to review project resource requirements and to cost estimates
- Problem-solving skills to resolve costing issues.

Students will develop knowledge in the areas of:

- regulatory and legislative financial reporting requirements
- methods for costing and estimating project resources
- Methods for monitoring and controlling project expenditure.

BSBPMG605A: Direct quality management of a project

Description

This unit describes the performance outcomes, skills and knowledge required to direct quality management across multiple projects and within the overall program. It covers directing the development of quality requirements, directing quality assurance management, and reviewing and improving the quality of projects and the program.

Performance criteria and competency

Element	Performance criteria
<p>1. Direct quality requirements development</p> <p>2. Direct project quality assurance management</p> <p>3. Improve program and project quality</p>	<p align="center"><u>Upon completion students should be able to:</u></p> <p>1.1 Direct reviews and consultation to ensure that the organization's quality objectives, standards, levels and criteria are applied at the project level, in consultation with stakeholders</p> <p>1.2 Modify quality management methods, techniques and tools to the requirements of the program, as necessary</p> <p>1.3 Identify and communicate program quality criteria to project management personnel for implementation</p> <p>1.4 Direct project managers to develop and implement quality plans that will be used as the basis for performance measurement</p> <p>2.1 Analyze results of project activities and product performance to determine compliance with agreed quality standards throughout the project life cycles within the program</p> <p>2.2 Identify causes of unsatisfactory results in consultation with project managers, clients and stakeholders, and initiate appropriate actions to enable continuous improvement in quality outcomes</p> <p>2.3 Direct inspections of quality processes and analyze results to determine compliance with quality standards set for the overall program and the organization</p> <p>2.4 Develop and maintain a quality management system to enable effective management and communication of quality issues and outcomes</p> <p>3.1 Continually review and modify the quality management system throughout project activities to ensure project team commitment to continuous improvement of quality processes and outcomes</p> <p>3.2 Direct project outcomes review and analysis against performance criteria to determine the effectiveness of the quality management system</p> <p>3.3 Aggregate and use quality improvements and lessons learned to benefit the business and, where appropriate, pass on program initiatives/projects to organizational management for consideration in support of strategic planning and (re)direction</p>

Skills and Knowledge

Students will develop skills in:

- leadership, communication and interpersonal skills to foster compliance with quality benchmarks
- literacy skills to communicate decisions and to write quality reports
- skills in analyzing, interpreting and reviewing data to assess performance against quality benchmarks
- Problem-solving skills to address gaps in quality assurance.

Students will develop knowledge in the areas of:

- range of quality management methods, techniques, tools and systems and their various applications
- Relevant international standards.

BSBPMG606A: Direct human resources management of a project

<p>Description</p> <p>This unit describes the performance outcomes, skills and knowledge required to direct human resource organisation and staffing across the program, to direct project managers in relation to staff performance and to provide leadership within the program.</p>
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Performance criteria and competency

Element	Performance criteria
	<u>Upon completion students should be able to:</u>
1. Direct human resources management planning	<p>1.1 Direct human resource requirement analysis for projects to determine numbers and skill levels required for the overall program</p> <p>1.2 Direct stakeholder assessment to establish a basis for stakeholder management within projects and the overall program</p> <p>1.3 Direct responsibility assignment for project activities and tasks, and establish authorization protocols</p>
2. Manage program organization and staffing	<p>2.1 Determine resource requirements for projects in consultation with project managers and appropriate stakeholders, to establish program staffing levels, allocation to projects and required competencies</p> <p>2.2 Direct project organization and structure to optimize alignment of individual and group competencies within projects</p> <p>2.3 Direct recruitment of staff for allocation to projects or reallocation within the organization, within agreed delegated authority, to meet competency requirements throughout the program</p> <p>2.4 Direct project managers' use of human resources management (HRM) methods, techniques and tools, and modify for program requirements</p> <p>2.5 Utilize organizational HRM system and HRM processes across projects</p>
3. Direct project staff performance management	<p>3.1 Obtain agreement of performance measurement criteria for clarity of roles and responsibilities and ongoing assessment</p> <p>3.2 Ensure systems for ongoing development and training of personnel across the program are established and implemented by project managers</p> <p>3.3 Measure individuals' performance against agreed criteria and authorize actions to overcome shortfalls in performance and encourage career progression</p>
4. Provide overall leadership to project teams	<p>4.1 Manage a system of continuous improvement of staff to enhance program effectiveness</p>

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| | <ul style="list-style-type: none">4.2 Analyze individual and team performance and morale levels and take action where necessary4.3 Direct procedures for interpersonal communication, counseling and conflict resolution by project managers, and review results to maintain and promote a positive working environment4.4 Identify and positively manage intra-organizational and intra-project conflict to maximize achievement of program objectives4.5 Aggregate HRM lessons learned for application in planning and, where appropriate, pass on information to others for consideration in strategic planning and direction |
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Skills and Knowledge

Students will develop skills in:

- planning skills to identify human resource requirements across the program
- literacy skills to communicate decisions and to write quality reports
- high level leadership skills to inspire trust and confidence in teams, managers and stakeholders
- communication and interpersonal skills to convey expectations, negotiate, resolve conflict and motivate performance
- problem-solving skills to address HRM issues across the program
- Coaching and mentoring skills.

Students will develop knowledge in the areas of:

- human resource management methods, techniques and tools
- relevant legislation
- Models of performance management and performance development.

BSBPMG607A: Direct communications management of a project

Description

This unit describes the performance outcomes, skills and knowledge required to provide the critical link between people, ideas and information at all stages in the life cycles of multiple projects across a program. It covers directing project communications and information management, managing program communications and analysing communications management outcomes for projects and programs.

Performance criteria and competency

Element	Performance criteria
<p>1. Direct planning of project communications</p> <p>2. Direct management of project information</p> <p>3. Manage program communications</p> <p>4. Analyse communications management outcomes</p>	<p align="center"><u>Upon completion students should be able to:</u></p> <p>1.1 Direct project information requirements in consultation with appropriate stakeholders as the basis for projects and program communications planning</p> <p>1.2 Direct communications management plans and activities to ensure clarity of understanding and achievement of multiple project objectives at all levels</p> <p>1.3 Develop project management information system (PMIS), structure and procedures to maintain the quality, validity, timeliness and integrity of information and communication across the program and in regard to organizational strategic management</p> <p>2.1 Direct the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders to improve decision making processes and communications across the program and between the projects</p> <p>2.2 Direct information validation processes for development, management and modification to ensure consistent quality and accuracy of data across the program</p> <p>3.1 Develop and manage formal and informal communication networks between the organization's management structure, program, projects and key stakeholders to ensure effectiveness throughout the multiple life cycles of projects within the program</p> <p>3.2 Address potential, perceived and actual problems with communication and management information systems through project managers, and ensure remedial actions are authorized to ensure project, program and organizational objectives are met</p> <p>3.3 Manage customer relationships beyond the delegated responsibility of project managers to ensure clarity of understanding of objectives and to minimize conflict across the program</p> <p>4.1 Direct project finalization activities to ensure ownership of, and responsibility for, information outcomes</p> <p>4.2 Review and analyze project outcomes to determine the effectiveness of management information and communications systems</p>

	4.3 Aggregate and use lessons learned across multiple projects for other applications in the program and the organization
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Skills and Knowledge

Students will develop skills in:

- technology skills to direct the management and flow of project information and communications
- planning skills to identify project and program information requirements
- literacy skills to communicate decisions and to write quality reports
- problem-solving skills to address communication management problems
- interpersonal skills to communicate with customers and to manage customer relationships and networks
- Analytical skills to review and analyze project outcomes.

Students will develop knowledge in areas of:

- PMIS structures and options
- information validation processes and their application to various contexts
- New technologies for communications and their relative strengths and weaknesses.

BSBPMG608A: Direct risk management of a project

Description

This unit describes the performance outcomes, skills and knowledge required to manage factors that might adversely affect the project program and organizational outcomes. It covers directing the planning and management of project risks, managing risks to the overall program and assessing risk management outcomes for the program and the organization.

Performance criteria and competency

Element	Performance criteria
<p>1. Direct planning of project risk management</p> <p>2. Direct management of project risk and manage program risk</p> <p>3. Assess project and program risk management outcomes</p>	<p align="center"><u>Upon completion students should be able to:</u></p> <p>1.1 Direct potential, perceived and actual risk events for identification, documentation and analysis, in consultation with project managers and appropriate stakeholders, as the basis for project <i>risk management planning</i></p> <p>1.2 Select and modify project <i>risk management methods, techniques and tools</i> for project managers to analyze information, evaluate options and determine preferred risk approaches within the overall program environment</p> <p>1.3 Direct development, communication and implementation of project <i>risk management plans</i> and strategies to ensure clarity of understanding and achievement of project objectives across the program</p> <p>1.4 Develop and maintain a project risk management system to enable effective management and communication of risk events, responses and results to stakeholders across projects within the program</p> <p>2.1 Manage the program in accordance with agreed project risk management plans</p> <p>2.2 Review progress, analyze variance and initiate risk responses to achieve program and multiple project objectives in changing environments</p> <p>2.3 Direct risks to multiple project outcomes for monitoring, and ensure remedial actions are authorized to achieve project objectives</p> <p>3.1 Review and analyze project outcomes to assess the effectiveness of the project risk management system for projects, program and organizational outcomes</p> <p>3.2 Aggregate, analyze and structure lessons learned, for project managers</p>

and senior management to undertake strategic review and planning

Skills and Knowledge

Students will develop skills in:

- analytical skills to plan and review risk management approaches
- literacy skills to communicate decisions and to write quality reports
- initiative to identify and address risks leading to negative consequences for projects
- Problem-solving skills to initiate risk responses in changing environments.

Students will develop knowledge in area of:

- Risk management tools, frameworks, systems, methodologies and standards.

BSBPMG609A: Direct procurement and contracting for a project

Description

This unit describes the performance outcomes, skills and knowledge required to direct the management of contracting and procurement activities across projects and programs. It covers setting up the contracting process, directing the management of contract and procurement processes and finalizing contracts for projects across the program.

Performance criteria and competency

Element	Performance criteria
	<u>Upon completion students should be able to:</u>
1. Direct planning for project contracting and procurement	1.1 Direct product specifications and procurement requirements for procurement and contract planning, in consultation with appropriate stakeholders 1.2 Direct development of <i>procurement strategies, methods and management plans</i> in line with project objectives across the program
2. Direct set up of contract and procurement process	2.1 Direct project managers to source organizations that meet procurement requirements 2.2 Establish selection processes and selection criteria, in consultation with stakeholders, and arrange for communication to prospective contractors 2.3 Ensure contract and procurement actions accord with organization and program objectives
3. Direct management of contract and procurement process	3.1 Provide direction for requirements of <i>proposals</i> and arrange communication to prospective contractors 3.2 Ensure responses are evaluated and preferred contractors are selected in accordance with agreed selection processes 3.3 Direct negotiation of contract terms and conditions between client and preferred contractor
4. Direct management of contracts	4.1 Direct management of contract and procurement activities in accordance with program contract and procurement management guidelines 4.2 Provide direction for regular reviews from available <i>records</i> and information, and

5. Direct finalization of contracts	<p>ensure variances are analyzed and changes are agreed for implementation</p> <p>4.3 Ensure project managers work within the legal and organizational framework for contracts</p> <p>4.4 Identify potential, perceived and actual contractual conflicts and approve remedial actions to minimize disruption</p> <p>5.1 Direct finalization activities for management of contract deliverables in accordance with contractual project and program requirements</p> <p>5.2 Direct review and analysis of project outcomes to determine the effectiveness of contract and procurement processes and procedures</p> <p>5.3 Aggregate and use lessons learned for application in planning and implementation of later projects within the program and, where appropriate, pass on to organizational management for use in strategic planning</p>
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Skills and Knowledge

Students will develop skills in:

- literacy skills to communicate decisions, to comprehend complex contractual provisions and to write quality reports
- negotiation skills to set up contracts, to agree prices and terms, and to resolve disputes
- planning and organizing skills to ensure procurement processes are properly established and sequenced
- Analytical skills to review program performance and to recommend improvements.

Students will develop knowledge in areas of:

- contract management and legal obligations of both parties
- Procurement processes and options.