

Diploma in Project Management

Graduation Requirements:

Satisfy 120 credit (10 course units for 100 credits and 1 core unit for 20 credits) utilizing an *acceptable combination* of the following methods.

Transfer of Credit: Credits from previous studies are eligible for transfer to Advanced Diploma

After evaluation of transfer credits, remaining course work requirements should be met by successfully completing the other units

Syllabus Summary

Apply Project Management Fundamentals

Apply Application of Project Integrative Processes

Apply Project Scope

Apply Manage Project Time

Apply Manage Project Costs

Apply Manage Project Quality

Apply Manage Project Human Resources

Apply Manage Project Communications

Apply Project Risk

Apply Manage Project Procurement

Core Units

Choose one from two core units

Project Proposal Writing

Strategic Planning

Apply Manage project scope

Description

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

Performance criteria and Competency

Element	Performance criteria
	<u>Upon completion students should be able to:</u>
1. Conduct project authorisation activities	1.1 Develop and confirm procedures for project authorisation with an appropriate authority as the basis for future project management activity and the commitment of resources and effort 1.2 Obtain authorisation to expend resources
2. Conduct project scope definition activities	2.1 Identify project objectives, deliverables , constraints, exclusions, assumptions and principal work activities 2.2 Establish measurable project benefits and outcomes to enable evaluation of project performance 2.3 Establish agreement to a shared understanding of desired project outcomes with relevant stakeholders 2.4 Develop and implement scope management plan
3. Manage application of scope controls	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 and to meet project objectives 3.3 Review progress and record results to assess the effectiveness of scope management procedures 3.4 Identify and document scope management issues and recommended improvements, and pass on to higher authority for application to future projects

Skills and Knowledge

Students will develop key skills in:

- literacy skills sufficient to interpret and analyse complex project plans and documentation
- planning and organising skills to monitor scope and to respond to potential and actual changes
- problem-solving and analytical skills to address project scope management issues and challenges
- negotiation skills to address changes to scope with a range of stakeholders.

Students will develop knowledge in the areas of:

- role and responsibilities of the project manager in relation to project planning
- project life cycle and the significance of scope management
- problem areas likely to be encountered in scope management
- project management tools used for managing scope.

Apply Manage project time

Description

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

Performance criteria and Competency

Element	Performance criteria
<p>1. Determine project schedule</p> <p>2. Implement project schedule</p> <p>3. Assess time management outcomes</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Determine the duration, effort, sequence and dependencies of tasks from the scope definition as the basis for the project schedule</p> <p>1.2 Obtain input and approval for the project schedule from stakeholders</p> <p>1.3 Select and use methods, techniques and tools, within delegated authority, to determine preferred schedule, time management plan/s, resource allocation and financial requirements</p> <p>1.4 Obtain agreement to the schedule from relevant project authority and communicate this agreement to stakeholders to provide the basis for measurement of progress</p> <p>2.1 Implement mechanisms to measure, record and report progress of activities in relation to the agreed schedule and plans</p> <p>2.2 Conduct ongoing analysis of options to identify variances and to forecast the impact of changes to the schedule</p> <p>2.3 Review progress throughout the project life cycle and implement agreed schedule changes to ensure consistency with changing scope, objectives and constraints related to time and resource availability</p> <p>2.4 Develop responses to perceived, potential or actual schedule changes, ensure agreement by a higher project authority, and implement to maintain project objectives</p> <p>3.1 Review project outcomes from available records and information to determine the effectiveness of time management activities</p> <p>3.2 Identify and document time management issues and recommended improvements, and pass on to relevant project authority for application in future projects</p>

Skills and Knowledge

Students will develop key skills in:

- literacy skills to read, develop and interpret project schedules
- self management skills to ensure vision and priorities are clear
- organisational skills to sequence tasks and see that objectives are met
- communication skills to convey expectations and to advise others of progress
- technology skills to use appropriate software to develop project schedules
- analytical skills to review and evaluate process.

Students will develop knowledge in the areas of:

- techniques and tools for project schedules
- project life cycle
- time management methodologies, their capabilities, limitations, application and outcomes.

Apply Manage project costs

Description

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..

Performance criteria and Competency

Element	Performance criteria
1. Determine project costs	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Determine resource requirements for individual tasks, with input from stakeholders and guidance of others</p> <p>1.2 Estimate project costs to enable budgets to be developed and implement agreed cost management processes</p> <p>1.3 Develop and implement a cost management plan, within delegated authority, to ensure clarity of understanding and ongoing management of project finances</p>
2. Monitor and control project costs	<p>2.1 Implement agreed financial management processes and procedures to monitor actual expenditure and to control costs</p> <p>2.2 Select and use cost analysis methods and tools to identify cost variations, evaluate options and recommend actions to a higher project authority</p> <p>2.3 Implement, monitor and modify agreed actions to maintain financial and overall project objectives throughout the project lifecycle</p>
3. Conduct financial completion activities	<p>3.1 Conduct appropriate activities to signify financial completion</p> <p>3.2 Review project outcomes using available records and information to determine the effectiveness of cost management processes and procedures</p> <p>3.3 Review cost management issues and identify improvements</p>

Skills and Knowledge

Students will develop key skills in:

- numeracy and budgeting skills to monitor expenditure and manage costs
- technology skills to use software for recording expenditure and reporting on finances
- analytical skills to evaluate processes and recommend improvements.

Students will develop knowledge in the areas of:

- budgeting processes, tools and techniques
- methods and tools for costing and cost analysis.

Apply Manage project quality

Description

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

Performance criteria and Competency

Element	Performance criteria
1. Determine quality requirements	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Determine quality objectives, standards and levels, with input from stakeholders and guidance of a higher project authority, to establish the basis for quality outcomes and a quality management plan</p> <p>1.2 Select and use established quality management methods, techniques and tools to determine preferred mix of quality, capability, cost and time</p> <p>1.3 Identify quality criteria, obtain agreement from a higher project authority and communicate to stakeholders, to ensure clarity of understanding and achievement of quality and overall project objectives</p> <p>1.4 Include agreed quality requirements in the project plan and implement as basis for performance measurement</p>
2. Implement quality assurance processes	<p>2.1 Measure and document results of project activities and product performance throughout the project life cycle to determine compliance with agreed quality standards</p> <p>2.2 Identify causes of unsatisfactory results, in consultation with client, and recommend appropriate actions to a higher project authority to enable continuous improvement in quality outcomes</p> <p>2.3 Conduct inspections of quality processes and quality control results to determine compliance of quality standards to overall quality objectives</p> <p>2.4 Maintain a quality management system to enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders</p>
3. Implement project quality improvements	<p>3.1 Review processes and implement agreed changes continually throughout the project life cycle to ensure continuous quality improvement</p> <p>3.2 Review project outcomes against performance criteria to</p>

determine the effectiveness of quality management processes and procedures

3.3 Identify and document lessons learned and recommended ***improvements***, and pass on to higher project authority for application in future projects

Skills and Knowledge

Students will develop key skills in:

- literacy skills to develop quality objectives and criteria
- communication and leadership skills to motivate staff, convey expectations and ensure outcomes are met
- analytical skills to monitor achievement of project outcomes against quality criteria
- coaching and mentoring skills to boost performance.

Students will develop knowledge in the areas of:

- quality management theory, techniques, tools and methodologies
- roles and responsibilities in project management
- methods for managing and improving performance
- relevant legislation codes and national standards:
 - award and enterprise agreements and industrial instruments
 - industry codes of practice
 - legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination.

Apply Manage project human resources

Description

This unit describes the performance outcomes, skills and knowledge required to undertake human resource management (HRM) within projects. It involves planning for human resources, implementing staff training and development, and managing the project team and stakeholders.

Performance criteria and Competency

Element	Performance criteria
<p>1. Implement human resource and stakeholder planning activities</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Identify project stakeholders and verify their expectations in order to quantify project outcomes</p> <p>1.2 Determine resource requirements for individual tasks, with input from stakeholders and guidance from a higher project authority, to determine project staffing levels and required competencies</p> <p>1.3 Establish project organisation and structure to align individual and group competencies with project tasks</p> <p>1.4 Allocate staff to the project with the approval of a higher project authority, to meet work requirements throughout the project life cycle</p> <p>1.5 Develop and use HRM methods, techniques and tools to implement procedures and plans to ensure clarity of understanding and ongoing HRM</p>
<p>2. Implement staff training and development</p>	<p>2.1 Communicate designated staff responsibilities, authority and individual performance measurement criteria to the project team and other relevant stakeholders, to ensure clarity of understanding of the work and to provide a basis for ongoing assessment</p> <p>2.2 Identify, plan and implement ongoing development and training of project team members to achieve HRM and overall project objectives, with agreement of a higher project authority</p> <p>2.3 Measure individuals' performance against agreed criteria and initiate actions to overcome shortfalls in performance and to encourage career progression</p>
<p>3. Manage the project team and stakeholders</p>	<p>3.1 Implement processes to promote continuous improvement of staff, and take actions to improve staff and overall project effectiveness</p> <p>3.2 Monitor and report internal and external influences on</p>

	<p>individual and project team member performance and morale to a higher project authority, if necessary, for remedial action</p> <p>3.3 Implement established procedures for interpersonal communication, counselling and conflict resolution to maintain a positive working environment</p> <p>3.4 Continually review stakeholder expectations to resolve expectation variance and to ensure project is on track to deliver expected outcomes</p> <p>3.5 Identify and manage inter-project and intra-project conflict to minimise impact on achievement of project objectives</p> <p>3.6 Identify and document human resource and stakeholder management issues, and recommended improvements, and pass on to higher project authority for application in future projects</p>
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Skills and Knowledge

Students will develop key skills in:

- planning skills to identify skills required and to allocate project responsibilities to staff
- communication and leadership skills to motivate staff, convey expectations and ensure outcomes are met
- interpersonal skills to resolve conflict
- coaching and mentoring skills to boost performance
- analytical skills to review project and to identify improvements.

Students will develop knowledge in the areas of:

- roles and responsibilities in project management
- methods for managing and improving performance
- HRM legislation, methods, techniques and tools.

Apply Manage project communications

Description

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

Performance criteria and Competency

Element	Performance criteria
<p>1. Plan communications processes</p> <p>2. Manage project information</p> <p>3. Assess communications management outcomes</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Identify, document and analyse information requirements, with input from stakeholders and guidance from a higher project authority, as the basis for communications planning</p> <p>1.2 Develop, within <i>delegated authority</i>, an agreed communications management plan to ensure clarity of understanding and achievement of project objectives throughout the project life cycle</p> <p>1.3 Establish and maintain designated <i>project management information system (PMIS)</i> to ensure the quality, validity, timeliness and integrity of information and communication</p> <p>2.1 Manage the generation, gathering, storage, retrieval, analysis and dissemination of information by project staff and stakeholders within established systems and procedures to aid decision making processes throughout the project life cycle</p> <p>2.2 Implement, modify, monitor and control designated information validation processes to optimise quality and accuracy of data</p> <p>2.3 Implement and maintain agreed <i>communication networks</i> between project staff, client and other stakeholders to ensure effective communications at appropriate levels throughout the project life cycle</p> <p>2.4 Identify communication and information management system problems and report them to a higher project authority</p> <p>3.1 Conduct finalisation activities to ensure agreed ownership of, and responsibility for, information collected</p>

	<p>3.2 Review project outcomes to determine the effectiveness of management information and communications processes and procedures</p> <p>3.3 Identify and document lessons learned and recommended improvements, and pass on to higher project authority for application in future projects</p>
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Skills and Knowledge

Students will develop key skills in:

- literacy skills to write reports and communicate key issues
- technology skills to facilitate effective communication
- organisational skills to manage information
- analytical skills to review project outcomes.

Students will develop knowledge in the areas of:

- project life cycle and the place of communications within it
- project management information systems and their various applications.

Apply Manage project risk

Description

This unit describes the performance outcomes, skills and knowledge required to manage risk within a project to avoid adverse effects on project outcomes. It covers determining, monitoring and controlling project risks, and assessing risk management outcomes.

Performance criteria and Competency

Element	Performance criteria
<p>1. Determine project risks</p> <p>2. Monitor and control project risks</p> <p>3. Assess risk management outcomes</p>	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Identify, document and analyse risks, in consultation with stakeholders and higher project authority, as the basis for risk planning</p> <p>1.2 Use established risk management techniques and tools, within delegated authority, to analyse risks, assess options and recommend preferred risk approaches</p> <p>1.3 Develop risk management plans, secure agreement of stakeholders and communicate plans to ensure clarity of understanding and ongoing management of risk factors</p> <p>1.4 Establish designated risk management processes and procedures to enable effective management and communication of risk events, responses and results</p> <p>2.1 Manage project in accordance with established project and risk management plans to ensure a common approach to the achievement of objectives</p> <p>2.2 Monitor progress against project plans to identify variances and recommend responses to a higher project authority for remedial action</p> <p>2.3 Implement agreed risk responses and modify plans to reflect changing project objectives in an environment of uncertainty</p> <p>3.1 Review project outcomes to determine effectiveness of risk management processes and procedures</p> <p>3.2 Identify and document risk issues and recommended improvements, and pass on to higher project authority for application in future projects</p>

Skills and Knowledge

Students will develop key skills in:

- literacy skills to write risk management plans
- problem-solving skills to control risks
- lateral thinking skills to identify risks
- planning and organisational skills to monitor project progress
- analytical skills to review project outcomes in terms of risk management.

Students will develop knowledge in the areas of:

- risk management framework
- risk management techniques, tools and approaches.

Apply Manage project procurement

Description

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

Performance criteria and Competency

Element	Performance criteria
	<u>Upon completion students should be able to:</u>
1. Determine procurement requirements	1.1 Identify procurement requirements with input from stakeholders as the basis for procurement planning and contracts 1.2 Establish and maintain, within <i>delegated authority</i> , an agreed <i>procurement management plan</i> and strategies to ensure clarity of understanding between stakeholders and achievement of project objectives
2. Establish agreed procurement processes	2.1 Obtain information from established sources capable of fulfilling procurement requirements to determine how project objectives can be met 2.2 Adopt established selection processes and selection criteria, including occupational health and safety (OHS) requirements, and communicate to stakeholders and prospective contractors or suppliers to ensure fair competition 2.3 Obtain approvals for procurement processes to be used for the project from higher project authority to enable formal discussions to be conducted
3. Conduct contracting and procurement activities	3.1 Communicate agreed proposals and/or specifications to prospective contractors or suppliers to ensure clarity of understanding of project objectives 3.2 Evaluate responses and select preferred contractors or suppliers in accordance with current legal requirements and agreed selection processes 3.3 Conduct negotiations with preferred contractor or supplier, with guidance of higher project authority if necessary, to agree on contract terms and conditions, establish common goals and minimise uncertainty
4. Implement contract and/or	4.1 Implement established procurement management plan and make <i>modifications</i> with higher project authority approval,

<p>procurement</p> <p>5. Manage contract and procurement finalisation procedures</p>	<p>to ensure a common approach to achievement of objectives</p> <p>4.2 Review progress and manage agreed changes to ensure timely completion of tasks, resolution of conflicts and achievement of project objectives within the legal framework of the contract</p> <p>4.3 Identify and report procurement management problems to higher project authority and implement agreed remedial actions to ensure project objectives are met</p> <p>5.1 Conduct finalisation activities to ensure contract deliverables meet contractual requirements</p> <p>5.2 Review project outcomes using available procurement records and information to determine effectiveness of contracting and procurement processes and procedures</p> <p>5.3 Document lessons learned and recommended improvements, and pass on to higher project authority for application in future projects</p>
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Skills and Knowledge

Students will develop key skills in:

- problem-solving skills to resolve contractual and logistic issues
- negotiation skills to obtain required agreement in procurement and contracting discussions
- planning and organisational skills to identify procurement and contract requirements and to adjust and sequence these appropriately
- literacy and numeracy skills to produce and work with a range of procurement and contract documentation
- technology skills to use procurement and financial management software.

Students will develop knowledge in the areas of:

- contracts and legal obligations as they relate to project management
- procurement options, procedures and documentation
- relevant legislation, codes and national standards relevant.

Apply Manage projects

Description

This unit describes the performance outcomes, skills and knowledge required to manage a straightforward project or a section of a larger project. This unit addresses the management of projects including the development of a project plan, administering and monitoring the project, finalising the project and reviewing the project to identify lessons learnt for application to future projects.

Performance criteria and Competency

Element	Performance criteria
1. Define project	<p style="text-align: center;"><u>Upon completion students should be able to:</u></p> <p>1.1 Access project scope and other relevant documentation</p> <p>1.2 Define project stakeholders</p> <p>1.3 Seek clarification from delegating authority of any issues related to project and project parameters</p> <p>1.4 Identify limits of own responsibility and reporting requirements</p> <p>1.5 Clarify relationship of project to other projects and to the organisation's objectives</p> <p>1.6 Determine and access available resources to undertake project</p>
2. Develop project plan	<p>2.1 Develop project plan including timelines, work breakdown structure, role and responsibilities and other details of how the project will be managed in relation to the project parameters</p> <p>2.2 Identify and access appropriate project management tools</p> <p>2.3 Formulate risk management plan for project, including occupational health and safety (OHS)</p> <p>2.4 Develop and approve project budget</p> <p>2.5 Consult team members and take their views into account in planning the project</p> <p>2.6 Finalise project plan and gain any necessary approvals to commence project according to documented plan</p>
3. Administer and monitor project	<p>3.1 Take action to ensure project team members are clear about their responsibilities and the project requirements</p> <p>3.2 Provide support for project team members, especially with regard to specific needs, to ensure that the quality of</p>

	the expected outcomes of the project and documented time lines are met
	3.3 Establish and maintain required record keeping systems throughout the project
	3.4 Implement and monitor plans for managing project finances, resources (human, physical and technical) and quality
	3.5 Complete and forward project reports as required to stakeholders
	3.6 Undertake risk management as required to ensure project outcomes are met
	3.7 Achieve project deliverables
4. Finalise project	4.1 Complete financial record keeping associated with project and check for accuracy
	4.2 Assign staff involved in project to new roles or reassign to previous roles
	4.3 Complete project documentation and obtain any necessary sign offs for concluding project
5. Review project	5.1 Review project outcomes and processes against the project scope and plan
	5.2 Involve team members in the project review
	5.3 Document lessons learnt from the project and report within the organisation

Skills and Knowledge

Students will develop key skills in:

- communication and negotiation skills to work with team members and other stakeholders to maintain project schedules
- literacy skills to read, write and review a range of documentation
- planning and organising skills to develop, monitor and maintain implementation schedules
- numeracy skills to analyse data, and to compare time lines and promotional costs against budgets
- culturally appropriate communication skills to relate to people from diverse backgrounds and people with diverse abilities.

Students will develop knowledge in the areas of:

- relevant legislation from all levels of government that may affect aspects of business operations, such as:
 - anti-discrimination legislation

- ethical principles
 - codes of practice
 - privacy laws
 - environmental issues
 - OHS
- organisational structure, and lines of authority and communication within the organisation
- how the project relates to organisation's overall mission, goals, objectives and operations.