



Australian Government

BSBPMG511A Manage project scope

Release 1

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Modification History

Release	Comments
Release 1	<p>This version first released with <i>BSB07 Business Services Training Package Version 8.0</i>.</p> <p>Replaces BSBPMG502A Manage project scope.</p>

Unit Descriptor

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.

Application of the Unit

This unit applies to those responsible for managing and leading a project in an organisation, business or as a consultant.

The project manager operates within assigned authority levels, and is responsible for own performance and the performance of others.

The project manager may undertake the work in the context of an organisational program and/or portfolio of projects.

This unit has generic application for projects in a range of industries, organisations and contexts.

In the context of this unit a project is defined as involving:

- a comprehensive, detailed and integrated project management plan
- a formal communications plan
- a dedicated and project-based budget
- formal and planned engagement with a wide range of stakeholders
- a documented risk, issues and change-management methodology
- a quality plan with assurance and control processes
- a project team-based environment.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.</i>

Elements and Performance Criteria

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

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

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

Required knowledge

- components of a project scope-management plan
- factors likely to impact on project scope
- formal change-control processes
- methods for measuring work outcomes and progress against plans
- methods for segmenting and documenting a work breakdown structure
- problem areas likely to be encountered in scope management
- procedures for reporting scope change
- project life cycle and the significance of scope management
- project management tools used for managing scope
- role and responsibilities of the project manager in relation to project planning
- types of project initiation documentation.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> • demonstrating scope management for a project of sufficient complexity • knowledge of scope-management plans, tools, issues and likely challenges.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to workplace documentation used to document and manage project scope • consideration of feedback from project stakeholders regarding the management of project scope.
Method of assessment	<p>A range of assessment methods should be used to assess practical skill and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • oral or written questioning to assess knowledge of strategies for managing project scope and their application in different situations • analysis of responses in addressing case studies and scenarios that present project scope-management issues and problems • observation of demonstrated techniques in negotiating changes to scope • review of scope-management plan • assessment of documentation related to scope-management issues and recommended improvements.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Project authorisation</i> may:	<ul style="list-style-type: none"> • already have been decided before involvement of the project manager • be in the form of a scope statement briefly explaining why the project has been formed, what it hopes to achieve and how success will be measured • be required at a number of critical review points during the project.
<i>Appropriate authority</i> may include:	<ul style="list-style-type: none"> • client, owner, sponsor, senior executive or other individual or group vested with the authority to make decisions regarding the project • having the capacity to make decisions regarding commitment of funds, resources and priorities.
<i>Project delegations and authorities</i> may include:	<ul style="list-style-type: none"> • consultative expectations • degree of line authority with project team • finance expenditure limits • procurement delegations • required organisational procedures.
<i>Boundaries</i> may include:	<ul style="list-style-type: none"> • assumptions • constraints • exclusions • inclusions • principal work activities • product specification • project deliverables • project objectives • scope of works • work breakdown structure.
<i>Relevant stakeholders</i> may include:	<ul style="list-style-type: none"> • clients • decision makers • internal and external parties • sponsors • team members.
<i>Scope management</i> may include:	<ul style="list-style-type: none"> • determining that a scope change has occurred or is about to occur

	<ul style="list-style-type: none"> • identifying and reporting scope creep • identifying factors influencing changes to scope • implementing agreed scope changes • monitoring and reporting the effect of scope changes on other areas and on achievement of project objectives • refining scope progressively throughout the project life cycle • seeking authorisation for changes to project scope.
<i>Change-control procedures</i> may include:	<ul style="list-style-type: none"> • formal agreements, for example contracts, subcontracts and memoranda of understanding • major elements of the project likely to change, for example design, engineering and finance • project documentation, including plans, schedules, statements, directives, guidelines and instructions.

Unit Sector(s)

Management and Leadership – Project Management