



Australian Government

Department of Education, Employment and Workplace Relations

CUSADM04A Manage a major project

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit describes the skills and knowledge required to manage complex, large multiple or diverse projects within the cultural industries. This unit focuses on the high level skills needed to deal with operations involving large budgets, substantial numbers of staff and complex outcomes. For management of a smaller or more straightforward projects, see the unit **Manage a project**.

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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Define the scope of the project	<ul style="list-style-type: none">1.1 Clarify aim, purpose, product, outcome of project and the most up to date technology appropriate/available for that project1.2 Develop a project budget and confirm with relevant parties1.3 Determine and confirm a resources strategy for the project, including finance, personnel, equipment requirements1.4 Determine the levels of responsibility of those working on the project or managing sections of the project1.5 Communicate responsibilities clearly to all those involved
2 Develop overall project plan	<ul style="list-style-type: none">2.1 Develop the project plan including timeline, schedules, deliverables and contribution from the sections of the project2.2 Develop a strategy for risk management, resource management including human resources and equipment, for the project as a whole and for all sections of the project2.3 Clarify and confirm resource requirements and where they can be obtained2.4 Specify and confirm timeline and what is to be achieved by each deadline2.5 Consult with team members and section managers and take their views into account when formulating plan2.6 Inform the managers of the sections of the project, the team members and other relevant personnel of the project plan, the deadlines and how the whole project is to be organised

- 3 Monitor all aspects of the project
 - 3.1 Implement project plan
 - 3.2 Support all those involved in the project to ensure that project outcomes can be achieved.
 - 3.3 Use sound interpersonal skills to build trust and cooperation with the project team
 - 3.4 Assess progress against milestones and take contingency action where and as required to ensure that project deadlines are met
 - 3.5 Adjust project plan in line with contingencies
 - 3.6 Establish and maintain a file of all relevant documentation and correspondence
 - 3.7 Monitor financial control systems and take necessary action to maintain costs as planned
 - 3.8 Provide reports to project team as required
 - 3.9 Provide feedback to those managing sections of the project
- 4 Evaluate the whole project
 - 4.1 Finalise project within the agreed timelines
 - 4.2 Evaluate project in terms of how well the complete project satisfied the aim, purpose, and product
 - 4.3 Evaluate the quality of the outcome/product
 - 4.4 Include the project team members in the review process
 - 4.5 Review the project plan
 - 4.6 Share information from the project evaluation with appropriate colleagues and incorporated into future project planning and management

Required Skills and Knowledge

Not applicable.

Evidence Guide

Evidence guide

Underpinning knowledge and skills

Assessment must include evidence of essential knowledge of, and skills in, the following areas:

planning

budgeting

time management

ability to meet deadlines

human resource management skills

communication skills

Linkages to other units

This unit has strong linkages to the following units and combined training delivery and/or assessment may be appropriate:

CUEFIN01A Develop a budget

CUEFIN02A Manage a budget

BSXFMI404A Participate in, lead and facilitate a team

Critical aspects of evidence

This unit of competence applies to a range of industry sectors. The focus of assessment will depend on the industry sector.

Assessment must be contextualised/tailored to meet the needs of the particular sector in which performance is being assessed.

Assessment should only address those variable circumstances, listed in the range of variables statements, which apply to the chosen context.

Care should be taken in developing training to meet the requirements of this unit. The specific focus of training will depend upon the industry. For generic pre-vocational training, organisations should provide training, which is tailored to meet the needs of the particular industry. It is intended that participants will gain a breadth of industry knowledge, encompassing the full range of industry contexts, with no bias towards individual industry specialisations.

The following evidence is critical to the judgement of competence in this unit:

successful management of a project and meeting the project deadlines

the ability to develop and manage a budget

people management skills

good communication skills

strategic planning skills

Method and context of assessment

Assessment may take place on the job, off the job or a combination of both of these. However, assessment of this unit would most effectively be undertaken on the job due to the specific workplace environment requirements. Off the job assessment must be

undertaken in a closely simulated workplace environment.

Assessment may incorporate a range of methods to assess performance and the application of essential underpinning knowledge, and might include:

case studies

work samples or simulated workplace activities

oral questioning/interview

projects/reports/logbooks

third party reports and authenticated prior achievements

portfolios of evidence

Assessment must take place over a period of time in order to determine competence in the ongoing implementation and monitoring aspects of this unit.

Resource requirements

Assessment requires access to relevant information (reports, statistical data, files on past projects and so on) about the types of projects listed in the range of variables statement. Access to a computer and appropriate software would be useful

Simulated workplace activities may be undertaken using an appropriate range of relevant and current material to the industry.

Key competencies

Level

Collecting, organising and analysing information	2
Communicating ideas and information	3
Planning and organising activities	3
Working with others and in teams	3
Solving problems	2
Using mathematical ideas and techniques	2
Using technology	2

Range Statement

Range of variables

Variable	Scope
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Projects may include:	video/film productions radio productions, drama documentaries multimedia projects supply of specialist services for the above activities, for example construction of facilities
Resources may include:	finance personnel equipment supplies
Progress and control of resources may be tracked:	using appropriate software manually
Team members /colleagues may include:	directors designers financial manager department heads managers of specialist sections artists presenters contractors
Evaluation may include review against:	aim/purpose budget quality of outcome risk management meeting of deadlines legal and regulatory requirements

Unit Sector(s)

Not applicable.