



Australian Government

BSBPMG541 Manage complex projects

Release: 1

BSBPMG541 Manage complex projects

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 7.0.

Application

This unit describes the skills and knowledge required to identify and manage projects which have been identified as complex in nature.

The unit applies to project managers who are involved in the management of complex projects.

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

Unit Sector

Business Competence – Project Management

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Evaluate project complexity	1.1 Identify criteria for determining project as complex 1.2 Assess complexity of project against complexity of past projects, where possible 1.3 Undertake analysis of causes that may impede project success 1.4 Establish strategies and minimise causes for project failing
2. Assess complexities and establish procedures for managing complex projects	2.1 Assess project plan and implementation details, and communicate roles and responsibilities to team members 2.2 Identify and apply a range of tools and frameworks based on established complexity approaches and systems concepts 2.3 Develop action plan for minimising complexities 2.4 Identify any risks and potential risks and develop risk management strategies

ELEMENT	PERFORMANCE CRITERIA
3. Monitor and review complex projects	3.1 Identify and establish tools that assist in managing complex projects 3.2 Monitor the dimensions of complexity of project and project progress 3.3 Seek feedback from relevant stakeholders on project progress and project management skills 3.4 Incorporate feedback and develop actions for improving project progress and project management skills 3.5 Implement changes to project according to feedback received

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

Skill	Description
Learning	• Interprets, analyses and assesses textual and numerical information obtained from a wide range of sources and determines how content may be applied to a complex project situation
Numeracy	• Interprets information to determine measurable dimensions of a complex project, such as time, cost, quality, objectives and performance • Interprets numerical information to measure outcomes against objectives
Oral communication	• Seeks relevant information and participates in verbal exchanges using clear language and appropriate non-verbal expression • Uses active listening and questioning techniques to elicit views and opinions of others
Reading	• Interprets, analyses and assesses textual and numerical information obtained from a wide range of sources and determines how content may be applied to complex projects
Writing	• Develops and documents quality requirements for project plan • Records results of quality audits according to organisational requirements
Teamwork	• Selects and uses appropriate communication practices in a range of work contexts • Collaborates with others to foster shared understanding of quality requirements
Initiative and	• Takes responsibility for identifying and following policies, procedures and standards

Skill	Description
enterprise	• Takes initiative to improve policies, procedures and standards in relation to complex projects
Planning and organising	• Sequences and schedules complex activities, monitors actions against goals, adjusting plans and resources where necessary • Uses analytical skills to review and evaluate process and decide on future improvements
Problem solving	• Identifies a symptom from a cause • Applies relevant analysis tools to aid the identification of actual causes
Self-management	• Understands self-limits and seeks advice from mentors to further development of competencies, skills and techniques • Conducts investigations in a professional and respectful manner
Technology	• Identifies tools and technologies to assist in the identification and implementation of ongoing monitoring of complex projects • Uses digital applications to access, organise, integrate and share relevant information in effective ways

Unit Mapping Information

No equivalent unit. New unit.

Links

Companion Volume Implementation Guide is found on VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>

Assessment Requirements for BSBPMG541 Manage complex projects

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Performance Evidence

The candidate must demonstrate the ability to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including evidence of the ability to:

- manage a complex project on at least two occasions.

In the course of the above, the candidate must:

- demonstrate the competencies as a project manager to manage complex projects, including:
 - systems thinking and integration
 - strategy, business planning, portfolios and project management
 - lifecycle management, reporting and performance measurement
 - understanding organisational change and the wider business journey
 - innovation, creativity and design thinking
 - understanding enterprise architectures, business architectures and organisational architectures
 - leadership and communication
 - understanding organisational culture and human behaviours
- identify key features of complex projects
- monitor action plan in line with changes to the external environment to ensure action plan remains current.

Knowledge Evidence

The candidate must be able to demonstrate knowledge to complete the tasks outlined in the elements, performance criteria and foundation skills of this unit, including knowledge of:

- project manager competencies that assist in the management of complex projects
- industry standards and tools to assist in the establishment of policy, procedures, plans and processes related to the management of complex projects

- tools for analysis
- management complexity factors including:
 - governance complexity
 - stakeholder relationship complexity
 - project definition complexity
 - project delivery complexity
- complexity of new technology, products or services
- complexity of relevant external partners, suppliers
- complexity of strategic direction, politics and expectations
- complexity of external environmental changes, changes to strategy and business plans over an extended time
- complexity of diversity, societal, human behaviours and organisational culture.

Assessment Conditions

Skills in this unit must be demonstrated in a workplace or simulated environment where the conditions are typical of those in a working environment in this industry.

This includes access to:

- relevant written information beyond the immediate project environment
- relevant stakeholders beyond the immediate project environment
- subject matter experts in the field in which the complex project is operating within.

Assessors of this unit must satisfy the requirements for assessors in applicable vocational education and training legislation, frameworks and/or standards.

Links

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