



Australian Government

BSBPMG409A Apply project scope-management techniques

Release 1

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Modification History

Release	Comments
Release 1	This version first released with <i>BSB07 Business Services Training Package Version 8.0</i>. Replaces BSBPMG401A Apply project scope management techniques.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to contribute to the control of a project's scope by assisting with identifying its objectives, deliverables, constraints, assumptions and outcomes; and by applying controls once the project has commenced.

Application of the Unit

This unit applies to a project practitioner working in a project support role.

The individual may be operating in a large or small organisation and applying skills in the context of enterprise projects.

The project practitioner may be part of a project team under the direction of a project manager, or may work as part of a smaller scale self-directed team.

This unit has generic application to a range of industries and organisations and a range of projects, from simple to complex.

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

- a practical and comprehensive project plan
- a documented communications strategy
- a detailed project budget
- strategic engagement with stakeholders
- a risk, issues and change-management methodology
- a quality plan with assurance and control processes
- a supportive team-based environment.

The functions performed in project work, where formal project management methodology is not the main focus, are covered by BSBPMG522A Undertake project work.

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. Contribute to defining project scope	1.1 Review project initiation documentation and assist in identifying project objectives and requirements 1.2 Contribute to identifying project deliverables 1.3 Contribute to identifying measurable outcomes to enable evaluation of project performance 1.4 Contribute to developing and documenting the scope-management plan 1.5 Assist in obtaining agreement to scope from relevant project authority
2. Apply project scope controls	2.1 Undertake work according to agreed project scope-management plan and by using established change-control procedures and performance-measurement procedures 2.2 Communicate instances of non-compliance with overall scope to the project manager and other team members
3. Contribute to review of scope controls	3.1 Measure progress to determine potential, perceived and actual scope changes 3.2 Appropriately report scope changes 3.3 Assist in the review of project outcomes to determine the effectiveness of initial and subsequent scope-management approaches

Required Skills and Knowledge

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

Required skills

- literacy skills to:
 - document agreed components of scope-management plan
 - interpret potentially complex project plans and documentation
 - report on project progress as required
- numeracy skills to:
 - measure and control project scope
 - review project timeframes and deliverables
- learning skills to identify training requirements necessary for effective consultation and scope management
- planning and organising skills to:
 - measure progress against agreed objectives
 - monitor and respond to compliance issues
- self-management skills to manage multiple tasks and ensure project progresses on time
- teamwork and communication skills to liaise with other members of the project team on a range of 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
- procedures for reporting scope change
- 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	Evidence of the following is essential: • contributing to monitoring and control of project scope • recording project scope-management plan • interpreting project initiation documentation for the purposes of documenting project scope.
Context of and specific resources for assessment	Assessment must ensure: • access to project documentation, which includes information about project scope.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • analysis of responses addressing different project scope-management scenarios • oral or written questioning to assess knowledge of strategies for managing project scope and their application to different situations.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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 initiation documentation</i> may include:	• approved project charter or mandate • business case • changes to internal or external organisations, legislation and/or regulations • documentation accessed through various accessibility modes • feasibility study • minutes of management or executive decisions • organisation strategic and business plans • outcomes and recommendations of associated projects.
<i>Project objectives and requirements</i> may include:	• specifications for products and/or services • statements in measurable format.
<i>Project deliverables</i> may include:	• discrete products, outputs and services defined in the project scope • high-level aggregations in the work breakdown structure.
<i>Scope-management plan</i> may include:	• activities and tasks in the work breakdown structure • constraints, assumptions and exclusions • deliverables • high-level risk identification • key personnel • preferred work organisation • project benefits and outcomes • project objectives.
<i>Relevant project authority</i> may include:	• other body or person with delegated authority under project governance arrangements • project manager • project steering committee
<i>Change-control procedures</i> may include:	• adjusting project scope documentation in response to scope changes approved by relevant authority • identifying and monitoring designated elements of the project scope likely to change • identifying and monitoring pressures that may influence scope creep • maintaining scope change documentation for project audit.

<i>Performance-measurement procedures</i> may include:	• using tools and techniques to manage and measure project progress in terms of time and resources.
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Unit Sector(s)

Management and Leadership – Project Management