



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG501A Manage application of project integrative processes

Release: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to integrate and balance the overall project management functions of scope, time, cost, quality, human resources, communications, risk and procurement; and to align and track the project objectives to comply with organisational goals, strategies and objectives. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit applies to an individual who is clearly and solely responsible for the management and leadership of a complex project, either as an employee of an organisation or as an external consultant. In the context of this unit a complex project is defined as a project which involves: • the need for a comprehensive and multi faceted project plan • the need for a formal internal or external communications strategy • a dedicated and diverse project budget • multiple administrative components • multiple operational components • a wide range of stakeholders • a project operations team. The functions performed by a program manager to manage the integration of all functions of project management in a program or multiple project are addressed in BSBPMG601A Direct the integration of projects.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Manage integration of all functions of project management	1.1. Identify project stakeholders and their interests, with guidance of higher project authority 1.2. Analyse all project management functions with higher project authority and relevant stakeholders to determine achievable project objectives 1.3. Develop a project plan to integrate all project management functions to achieve outcomes and requirements for time, cost, quality and risk 1.4. Obtain endorsement of project plan by higher project authority 1.5. Establish designated mechanisms to control planned activity
2. Coordinate internal and external environments	2.1. Manage the project within an established internal working environment to ensure work is conducted effectively throughout the project 2.2. Maintain established links to align project objectives with organisation objectives throughout the project life cycle 2.3. Seek assistance, where necessary, from higher project authority to resolve conflicts which may negatively affect project objectives
3. Implement project activities throughout life cycle	3.1. Ensure agreed project phases, approval points and review points occur 3.2. Report progress against established project baselines to measure performance throughout the project life cycle 3.3. Implement established finalisation plans, procedures and activities 3.4. Identify and document integration management issues and recommended improvements, and pass on to higher project authority for application to future projects

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- literacy skills to write project plans, progress reports and project communications
- teamwork and communication skills to lead the project team and deal with stakeholders
- time management skills to ensure priorities are addressed
- planning and organising skills to manage the integration of project activities

Required knowledge

- project life cycle
- role and responsibilities of the project manager
- project planning tools and techniques.

Evidence Guide

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:

- development of project plans for multiple complex projects
- details of how plans were monitored and outcomes were reported
- knowledge of project life cycle.

Context of and specific resources for assessment

Assessment must ensure:

- access to project documentation relevant to project integration
- access to feedback from project stakeholders.

Method of assessment

A range of assessment methods should be used to assess practical skill 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
- oral or written questioning to assess knowledge of strategies for managing project integration and their application to different situations
- analysis of responses addressing case studies and scenarios which present project integration management issues and problems
- assessment of project reports and examples of project plans.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other units from the Diploma of Project Management.

Range Statement

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.

The nine ***project management functions*** are:

- communications
- cost
- human resources
- procurement and contracting
- project integration
- quality
- risk
- scope
- time

Project plan may include:

- covering document which integrates the requirements of the nine functions of project management using appropriate formats and procedures
- single document
- multiple documents

Internal working environment may include:

- arrangement of project personnel and equipment
- identity and differentiation of the project within the larger environment
- personal working conditions
- physical location of project
- team dynamics

Finalisation plans, procedures and activities may include:

- final audit/reconciliation
- finalisation of account codes and other financial documentation
- forwarding finalisation report to senior personnel
- project evaluation
- settling of financial liabilities
- transferring of assets to client or originating owner
- transition of responsibility/ownership of project deliverables/products

RANGE STATEMENT	
	warranty requirements
<i>Integration management issues and recommended improvements</i> may include:	- evaluation using established success and failure criteria - knowledge management - lessons learned - records - training programs

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and Leadership - Project Management
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Co-requisite units

Co-requisite units		