



Australian Government

Department of Education, Employment and Workplace Relations

BSBPMG502A Manage project scope

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 determine and manage project outcomes. It covers project authorisation, developing a scope management plan, and managing the application of project scope controls. 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 project scope within multiple projects are addressed in BSBPMG602A Direct the scope of a project program.
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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. Conduct project authorisation activities	1.1. Develop and confirm procedures for project authorisation with an appropriate authority as the basis for future project management activity and the commitment of resources and effort 1.2. Obtain authorisation to expend resources
2. Conduct project scope definition activities	2.1. Identify project objectives, deliverables, constraints, exclusions, assumptions and principal work activities 2.2. Establish measurable project benefits and outcomes to enable evaluation of project performance 2.3. Establish agreement to a shared understanding of desired project outcomes with relevant stakeholders 2.4. Develop and implement scope management plan
3. Manage application of scope controls	3.1. Implement agreed scope management procedures and processes 3.2. Manage the impact of scope changes within established time, cost and quality constraints according to change control procedures and to meet project objectives 3.3. Review progress and record results to assess the effectiveness of scope management procedures 3.4. Identify and document scope management issues and recommended improvements, and pass on to higher 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 sufficient to interpret and analyse complex project plans and documentation
- planning and organising skills to monitor scope and to respond to potential and actual changes
- problem-solving and analytical skills to address project scope management issues and challenges
- negotiation skills to address changes to scope with a range of stakeholders.

Required knowledge

- role and responsibilities of the project manager in relation to project planning
- project life cycle and the significance of scope management
- problem areas likely to be encountered in scope management
- project management tools used for managing scope.

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:

- demonstration of scope management for multiple complex projects
- knowledge of scope management plans, tools, issues and likely challenges.

Context of and specific resources for assessment

Assessment must ensure:

- 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

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 scope and their application to different situations
- analysis of responses in addressing case studies and scenarios which present project scope management issues and problems
- observation of demonstrated techniques in negotiating changes to scope
- review of scope management plan
- assessment of documentation about scope management issues and recommended improvements.

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.

<i>Project authorisation</i> may:	• already have been decided before involvement of the project manager • be in the form of a scope statement which briefly explains 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:	• client, owner, sponsor, senior executive or other individual or group vested with the authority to make decisions regarding the project
Project <i>deliverables</i> may include:	• all products and services defined within the project scope
<i>Relevant stakeholders</i> may include:	• team members • clients • sponsors • internal and external parties • decision makers
<i>Scope management</i> may include:	• determining that a scope change has occurred or is about to occur • identifying and reporting scope creep, that is, incremental increases to scope that were not part of the original project requirements • identifying factors which influence 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

RANGE STATEMENT

Change control procedures may include:

- formal agreements, for example contracts, sub-contracts, memoranda of understanding
- major elements of the project liable to change, for example design, engineering, finance
- project documentation, including plans, schedules, statements, directives, guidelines and instructions

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		