



BSB51415 Diploma of Project Management

Participant Information Kit

This qualification is awarded by the Registered Training Organisation Major Training Services Pty Ltd (RTO Code 90748) under their scope of registration and delivered and assessed through Elemental Projects (Australia) Pty Ltd. All Elemental Projects' trainers and assessors have been approved by the RTO to undertake training and assessment activities.



“Those who collaborate and improvise shall prevail.”

- Charles Darwin

Chances are, you're already a project manager

In the current world of uncertainty, disruption and change, if there's one thing you can be sure of it's that, sooner or later, you will have projects. Chances are, you've got several on the boil right now. And although it may seem obvious, the ability to deliver these projects using a sensible, structured approach is a highly valued skill.

A world of projects

Over recent decades we have witnessed the transformation of industry and government toward project-based ways of working.

It is now standard practice for organisations to use project management frameworks as a means of implementing their corporate strategy, delivering products, collaborating with others, managing change and generally getting work done.

This transformation to a project-based economy (AKA a 'gig-economy') has resulted in a dramatic increase in **demand for skilled project managers** – from 'hard' industries, such as construction, transport, engineering, and Defence; to 'soft' industries such as IT, financial services, law, organisational change, NFP, community service, health, education and environment.

Indeed, by 2022, it is estimated that 15.7 million new project manager roles will be created globally.¹

The end of the 'accidental project manager'

In the past, most projects were managed by 'accidental project managers'. By this we mean people who trained in *something else* (engineering, nursing, construction, research, etc) who got senior enough to be given a project to manage, and at that moment *became a 'project manager', without ever being trained in project management.*

As you may know first-hand, the accidental project manager route is tough. Ad-hoc project management (that is, knife-and-forking your way through a project) is stressful, exhausting, and risky. Success is rare – usually due to luck and individual heroic effort – and typically leaves more than a few scars.

Thankfully, we are now seeing a turning of the tide. The era of the accidental project manager is at an end.

High demand for project professionals

Employers, recruiters and clients now value and seek out qualified project managers who can deal with the complexities that mark modern projects and deliver them in a structured, collaborative and agile manner.

They understand that “skilled, trained, and experienced project managers increase the likelihood of project success²” and recognise competent project managers as “critical enablers for delivering strategic outcomes for organisations.”³

More bang for buck

In 2018, a study led by KPMG and AIPM⁴ reported that...

organisations that invest in project management capability successfully delivered 92% of their projects and wasted an average of 1.4% of project budget

...compared with...

organisations that don't invest in developing project management capability successfully delivered a mere 32% of their projects and wasted on average 29% of the project budget due to poor project management.

In other words, capable project managers successfully deliver 60% more projects (the bang), for 21-times less money (the buck).

It's no wonder that developing talent in project management is the No.1 priority of PMO Directors across industry.⁵

Are you ready?

Stop knife-and-forking your way through projects! Join us at our flagship professional development program for project managers.

In the name of good work, done well!



Kestrel Stone

Founder and CEO
Elemental Projects

¹ PMI (2013). Talent Gap: Project Management through 2020

² PMI, Pulse of the Profession, 2018

³ KPMG and AIPM, The State of Play in Project Management, 2018

⁴ KPMG and the Australian Institute of Project Management (AIPM), The State of Play in Project Management, 2018

⁵ PMI, Pulse of the Profession, 2018

About this course



In a nutshell...

During the two 3-day training blocks you will alternate between learning new project management concepts, processes, tools and techniques and applying these on a case study project. The many practical activities will be completed while working in small teams of project professionals from diverse industries and technical backgrounds (or with colleagues from your organisation).

In the months after each training block, you'll apply your new knowledge and skills on a real, work-based project, supported by our dedicated team of assessors who will provide guidance, support and detailed feedback following each assessment, as you move through the four Module Assessments, aligned with the project life cycle.

Using this combination of training workshops and work-based application, you'll formalise your existing knowledge of project management, pick up new skills, and hone your project management and leadership capabilities to maximise the success of your projects.

The course culminates in an interactive project management simulation designed to put your project management skills to the test in a fun and thought-provoking experience.

WHAT PARTICIPANTS SAY

"I absolutely loved this course. Not just the tools being presented, but being able to apply them to real-life projects during the course gives me confidence in applying the concepts at work. An eye opener and a really positive experience for me." – MA

"This has been the most useful course that I have ever done, degree included." – DC

"This course enabled me to have a great year in project management. I delivered two challenging but rewarding projects, won the CEO award for these projects, and have been helping our PMO to improve our project management systems. The above has been due to your training." – MP

3 DAYS FACE-2-FACE

TRAINING BLOCK 1

Module 1: Initiating & Planning Projects

10 WEEK GAP

Work-based application with online assessor support
Submit Module 1 Assessment

TRAINING BLOCK 2

3 DAYS FACE-2-FACE

Module 2: Building & Leading Teams
Module 3: Monitoring & Controlling Projects
Module 4: Closing & Evaluating Projects

3-6 MONTHS

Work-based application with online assessor support
Submit Module 2/3/4 Assessments monthly

Course Content



Training Block 1 (3 days)

Module 1: Initiating & Planning Projects

The first day of the course explores the role of projects in today's fast-moving and complex world, and how project management practice can contribute to making organisations efficient, effective, agile and sustainable.

Participants will learn about:

- The four types of projects and how to classify any project (or work package) as one of these four types
- Popular PM methodologies such as PRINCE2, Lean and Agile and these align with the four types of project
- The PMBOK® Guide's 10 knowledge areas, four-phase project life cycle, and five process groups
- Key concepts such as the Iron Triangle, the cost of change, scaling for complexity, and planning
- The "Why Axis" – a thinking tool for 'zooming' from a tactical/technical view of the project work to a strategic understanding of the project and the benefits, outcomes and corporate goals that it supports.

Day 1 finishes with a 'deep dive' into the Initiation phase and concepts, terms, tools and techniques used to launch a new project. Participants are formed into small working groups in which they workshop the Business Case and Project Charter for a case study project.

Day 2 continues the interactive small-group activities around the case study project, with a 'deep dive' into the planning phase, focussing on scoping and scheduling. This day is highly interactive, with lots of movement and discussion as participants develop a Work Breakdown Structure and Network Diagram from first principles (using post-it notes), then develop a Gantt chart using their choice of digital scheduling tool.

Day 3 focusses on developing the rest of the Project Management Plan (PMP), with groups tick-tacking between short bursts of theory/explanation and practical activities to develop the project governance structure, Organisation Breakdown Structure (OBS), Roles & Responsibilities Table, Procurement Plan, Project Cost Estimate, Quality Plan, Communication Plan and Risk Register.

Course Content

Training Block 2 (3 days)

Module 2: Building and Leading Teams (day 1)

It has long been acknowledged that *people are the key to project success*; but managing and leading people on projects can be as challenging as it is rewarding.

The challenges involved in leading projects teams are numerous and complex. Project leadership involves uniting a group of people who may never have never worked together before, may be widely geographically dispersed, may work for different organisations, may have different or even competing priorities and agendas, and are likely to be diverse in terms of professional background, skillsets, gender, age, culture, ethnicity and personality.



In Module 2 we will explore the ‘psychology of project management’ to develop participants’:

- emotional intelligence
- understanding of people (how we think, communicate, make decisions, respond to conflict, etc); and
- ability to foster cohesive, collaborative, high-performing teams, despite the challenges.

Like a ‘soft skills degustation’, a wide range of topics will be lightly covered over the course of the day, with engaging presentations peppered with short group and individual exercises that enable participants to apply concepts and techniques, reflect, discuss, challenge and be challenged. Content is grouped around the following themes:

- Self: shaping the first impression, controlling stress/nerves, body language, projecting power and warmth
- Others: building rapport, the principle of liking, remembering names, interpersonal communication
- Teams: leadership, motivation, conflict resolution, team building, fostering high-performance team cultures
- Beyond the team: negotiation, persuasion and influence, decision making

Module 3: Monitoring & Controlling Projects (day 2)

This highly technical module focuses on the Implementation Phase. It examines the processes, tools and techniques used to execute the work in accordance with the Project Management Plan and, while doing so, to monitor the project and apply controls where necessary to manage changing scope and keep the project on track.

Participants will learn and practice how to:

- Measure performance using Earned Value Management
- Develop Status Reports, manage information flow, run effective meetings and utilise Agile ways of working
- Monitor and control quality using a variety of Quality Control tools; and
- Manage emerging risks and issues throughout the Implementation Phase.

Module 4: Closing & Evaluating Projects (day 3)

Most projects never formally close. They are either abandoned when cut; or peter out as the work draws to a close and people transfer off the project and onto the next one. Yet, Closure is an important phase of the project and, when done poorly (or not at all!) can lead to a raft of headaches down the line. It involves important administrative closure activities (like discharging contracts, notifying stakeholders and returning assets) and conducting a Post Implementation Review to evaluate the project and capture lessons learned for future projects. These topics are covered in the morning session.

The majority of this day is spent undertaking an interactive, educational and highly entertaining project management simulation set in the world of 1960s New York. The simulation is an opportunity to bring together the knowledge and skills acquired throughout the course and to draw parallels and insights relevant to project management in the real world.

Assessment, Alignment and Eligibility

Units of Competence

To achieve the BSB51415 Diploma of Project Management from RTO Major Training Services Pty Ltd (RTO Code 90748), participants must found competent (C) in the following twelve Units of Competence (UoC):

1. BSBPMG521 Manage project integration
2. BSBPMG511 Manage project scope
3. BSBPMG512 Manage project time
4. BSBPMG514 Manage project cost
5. BSBPMG513 Manage project quality
6. BSBPMG515 Manage project human resources
7. BSBPMG516 Manage project information and communication
8. BSBPMG517 Manage project risk
9. BSBPMG518 Manage project procurement
10. BSBPMG519 Manage project stakeholder engagement
11. BSBPMG520 Manage project governance
12. BSBWOR502 Ensure team effectiveness

What students receive

On commencement, Diploma students receive:

- Participant's Manual (plastic free and 100% recyclable)
- USB pre-loaded with the following soft-copy resources:
 - ✓ PDF copies of all PowerPoint presentations
 - ✓ RTO Student Handbook
 - ✓ Assessment Workbooks
 - ✓ An extensive collection of articles and readings
 - ✓ A suite of practical and best-practice project management templates
- 12-month subscription to Ecademy – our online video library with over 12 hours of 'bite-sized' content on PM

On successful completion, Diploma students receive:

- BSB51415 Diploma of Project Management (or Statement of Attainment) with hard and soft copy certificates from RTO Major Training Services Pty Ltd (RTO Code 90748);
- Automatic CPPP certification with the Australian Institute of Project Management (subject to AIPM membership)

Alignment with other standards

Course content and assessments are continuously updated in line with the following standards for project management:

- The Guide to the Project Management Body of Knowledge (PMBok), 6th Edition, Project Management Institute
- Australian Institute of Project Management (AIPM) – CPPM and CPSPM competency standards
- The International Project Management Association (IPMA) – Individual Competence Baseline (ICB4)
- The Global Alliance for the Project Professions – Project Manager Competency Standards
- The NSW Public Sector Capability Framework – Project Management capability level 4/5

Hours of Study & Assessment

Learners have 52 weeks to complete the program; however, we encourage completion within 20 weeks if feasible. The overall volume of study for this course is 714-hours broken down as follows:

- **6 days** of face-to-face training over two 3-day blocks including a simulation where learners will be assessed in a simulated project environment,
- **~128 hours** of unsupervised learning to complete the knowledge questions and undertake individual research, e.g. 8 hours per week for 4 weeks per module;
- **~32 hours** to complete the reflective analysis;
- **~512 hours** of work-based experience managing a work-based project, e.g. 80% of a 40-hour work for four weeks per module. This project documentation will be used as evidence as part of your module submissions.

Assessment structure and process

Students complete four Module Assessments over a period of six to twelve months, depending on their individual circumstances and time constraints. Each Module Assessment contains various assessment tasks, including knowledge questions, documentation from the case study project workshopped in class, documentation from a work-based project, observable tasks completed in class (including the simulation) and a reflective analysis focusing on the project management practices within their organisation. Each of the four Module Assessments is submitted via email and marked by our team of experienced and qualified workplace assessors. Detailed feedback, tailored to the individual, is provided following each Module Assessment. Elemental Projects offers nationally recognised training under the auspices of Major Training Services (MTS - RTO No. 90748), so on successful completion of the four Module Assessments, the BSB51415 Diploma of Project Management will be issued by MTS, with soft and hard copy certificates emailed and posted to the student.

Prerequisites and Eligibility

To be eligible to enrol in the BSB51415 Diploma of Project Management, candidates must:

- Be an Australian or New Zealand citizen or permanent resident;
- Commit to the hours of study and assessment outlined above including attending 6 days of face-to-face training;
- Provide a copy of any other qualification at Certificate IV level or above, or pass a Language, Literacy & Numeracy (LLN) test
- Have at least one-year experience working in a project context, managing some aspects of a project;
- Have one or more work-based projects which they will be managing at the time of the course for the provision of appropriate evidence for completion of the assessment tasks.

How much?

The total cost of the BSB51415 Diploma of Project Management is \$4,800 (GST FREE).

If registering through an organisation, Learners will be invoiced in full on finalisation of their enrolment. Otherwise, invoicing will occur over four transactions, as follows:

- \$300 booking fee on registration, which will immediately grant the Learner with Ecademy access;
- \$1,500 invoiced on finalisation of enrolment (payment prior to Block 1 confirms enrolment)
- \$1,500 invoice on completion of Block 1 of face-to-face training and payable within 30 days
- \$1,500 invoiced on completion of Block 2 and payable within 30 days (qualifications will only be issued upon receipt of full payment).

If you are found to be ineligible for the course after paying your booking fee you may choose to:

- Complete the training, without gaining a qualification (which is charged at a reduced rate)
- Not to attend the training, and to receive a refund of your deposit.

When and where?

The dates and locations of all public courses are available on the [Training Calendar](#) page on our website.

Enrolment

Once their suitability for the course has been determined, all learners must pay their first invoice and complete an RTO enrolment form before they are fully enrolled in the program. The MTS enrolment form will be provided by the Elemental Projects training coordinator.