



**SUCCESSION
TRAINING**

BSB51415 Diploma of Project Management



Constraint Management

Version 1.11 Produced 18 October 2018

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Version control & document history

Date	Summary of modifications made	Version
5 May 2016	Version 1.0 produced following Training Package update	1.0
22 June 2017	Updated Table of Contents	1.1
18 October 2018	Change to Practical Assessment	1.11

TABLE OF CONTENTS

This is an interactive table of contents. If you are viewing this document in Acrobat, clicking on a heading will transfer you to that page. If you have this document open in Word, you will need to hold down the Control key while clicking for this to work.

TABLE OF CONTENTS	3
INSTRUCTIONS	4
WHAT IS COMPETENCY BASED ASSESSMENT	5
THE BASIC PRINCIPLES OF ASSESSING NATIONALLY RECOGNISED TRAINING	6
THE DIMENSIONS OF COMPETENCY	7
REASONABLE ADJUSTMENT.....	8
THE UNITS OF COMPETENCY	10
ASSESSMENT REQUIREMENTS.....	11
ASSESSMENT METHODS.....	17
RESOURCES REQUIRED FOR ASSESSMENT.....	18
PRESENTATION	19

INSTRUCTIONS

The Written Questions Assessment covers generic underpinning knowledge of basic project management terms and concepts. These questions are all in a short answer format. The longer questions requiring creative thought processes are covered in the case studies assessment. **You must answer all questions using your own words.** However, you may reference your learner guide, *Guide to the Project Management Body of Knowledge (PMBOK Guide)*, and other online or hard copy resources to complete this assessment.

Some questions cover processes you would be likely to encounter in a workplace. Ideally, you should be able to answer these questions based on the processes that are currently in place in your workplace. If this is not the case, then answer the questions based on processes that should be implemented in your workplace.

If you are currently managing a project, you may answer these questions based on your own workplace. Otherwise, consider what you should do if you were managing a project.

Requirements for satisfactory completion

For a 'satisfactory' result for each component of this workbook, all tasks must be addressed to a 'satisfactory' standard. It is important you;

- a) Provide responses using complete sentences, making direct reference to the question.
- b) Specifically address all parts of the question providing examples where appropriate.

WHAT IS COMPETENCY BASED ASSESSMENT

The features of a competency based assessment system are:

- It is focused on what learners can do and whether it meets the criteria specified by industry as competency standards.
- Assessment should mirror the environment the learner will encounter in the workplace.
- Assessment criteria should be clearly stated to the learner at the beginning of the learning process.
- Assessment should be holistic. That is it aims to assess as many elements and/or units of competency as is feasible at one time.
- In competency assessment a learner receives one of only two outcomes – competent or not yet competent.
- The basis of assessment is in applying knowledge for some purpose. In a competency system, knowledge for the sake of knowledge is seen to be ineffectual unless it assists a person to perform a task to the level required in the workplace.
- The emphasis in assessment is on assessable outcomes that are clearly stated for the trainer and learner. Assessable outcomes are tied to the relevant industry competency standards where these exist. Where such competencies do not exist, the outcomes are based upon those identified in a training needs analysis.

Definition of competency

Assessment in this context can be defined as:

- The fair, valid, reliable and flexible gathering and recording of evidence to support judgement on whether competence has been achieved. Skills and knowledge (developed either in a structured learning situation, at work, or in some other context) are assessed against national standards of competence required by industry, rather than compared with the skills and knowledge of other learners.

THE BASIC PRINCIPLES OF ASSESSING NATIONALLY RECOGNISED TRAINING

Developing and conducting assessment, in an Australian vocational education and training context, is founded on a number of basic conventions:

The principles of assessment

- Assessment must be valid
 - Assessment must include the full range of skills and knowledge needed to demonstrate competency.
 - Assessment must include the combination of knowledge and skills with their practical application.
 - Assessment, where possible, must include judgements based on evidence drawn from a number of occasions and across a number of contexts.
- Assessment must be reliable
 - Assessment must be reliable and must be regularly reviewed to ensure that assessors are making decisions in a consistent manner.
 - Assessors must be trained in national competency standards for assessors to ensure reliability.
- Assessment must be flexible
 - Assessment, where possible, must cover both the on and off-the-job components of training within a course.
 - Assessment must provide for the recognition of knowledge, skills and attitudes regardless of how they have been acquired.
 - Assessment must be made accessible to learners through a variety of delivery modes, so they can proceed through modularised training packages to gain competencies.
 - Assessment must be mutually developed and agreed upon between assessor and the assessed.
 - Assessment must be able to be challenged. Appropriate mechanisms must be made for reassessment as a result of challenge.

The rules of evidence (from *Training in Australia* by M Tovey, D Lawlor)

When collecting evidence there are certain rules that apply to that evidence. All evidence must be valid, sufficient, authentic and current;

- Valid

- Evidence gathered should meet the requirements of the unit of competency. This evidence should match or at least reflect the type of performance that is to be assessed, whether it covers knowledge, skills or attitudes.
- Sufficient
 - This rule relates to the amount of evidence gathered It is imperative that enough evidence is gathered to satisfy the requirements that the learner is competent across all aspects of the unit of competency.
- Authentic
 - When evidence is gathered the assessor must be satisfied that evidence is the learner's own work.
- Current
 - This relates to the recency of the evidence and whether the evidence relates to current abilities.

THE DIMENSIONS OF COMPETENCY

The national concept of competency includes all aspects of work performance, and not only narrow task skills. The four dimensions of competency are:

- Task skills
- Task management skills
- Contingency management skills

REASONABLE ADJUSTMENT

Adapted Reasonable Adjustment in teaching, learning and assessment for learners with a disability - November 2010 - Prepared by - Queensland VET Development Centre

Reasonable adjustment in VET is the term applied to modifying the learning environment or making changes to the training delivered to assist a learner with a disability. A reasonable adjustment can be as simple as changing classrooms to be closer to amenities, or installing a particular type of software on a computer for a person with vision impairment.

Why make a reasonable adjustment?

We make reasonable adjustments in VET to make sure that learners with a disability have:

- the same learning opportunities as learners without a disability
- the same opportunity to perform and complete assessments as those without a disability.

Reasonable adjustment applied to participation in teaching, learning and assessment activities can include:

- customising resources and assessment activities within the training package or accredited course
- modifying the presentation medium learner support
- use of assistive / adaptive technologies
- making information accessible both prior to enrolment and during the course
- monitoring the adjustments to ensure learner needs continue to be met.

Assistive / Adaptive Technologies

Assistive / adaptive technology means ‘software or hardware that has been specifically designed to assist people with disabilities in carrying out daily activities’ (World Wide Web Consortium - W3C). It includes screen readers, magnifiers, voice recognition software, alternative keyboards, devices for grasping, visual alert systems, digital note takers.

IMPORTANT NOTE

Reasonable adjustment made for collecting candidate assessment evidence must not impact on the standard expected by the workplace, as expressed by the relevant Unit(s) of Competency. E.g. If the assessment was gathering evidence of the candidates competency in writing, allowing the candidate to complete the assessment verbally would not be a valid assessment method. The method of assessment used by any reasonable adjustment must still meet the competency requirements.

THE UNITS OF COMPETENCY

The units of competency specify the standards of performance required in the workplace.

This assessment addresses the following unit of competency from **BSB51415 Diploma of Project Management**:

BSBPMG511 – Manage Project Scope

1. Conduct project authorisation activities
2. Define project scope
3. Manage project scope control process

BSBPMG512 – Manage Project Time

1. Determine project schedule
2. Implement project schedule
3. Assess time management outcomes

BSBPMG514 – Manage Project Cost

1. Determine project costs
2. Monitor and control project costs
3. Complete cost-management processes

BSBPMG513 – Manage Project Quality

1. Determine quality requirements
2. Implement quality processes
3. Implement project quality improvements

For complete copies of the above unit of competency:

Download them from the TGA website: www.training.gov.au

ASSESSMENT REQUIREMENTS

The assessment requirements specify the evidence and required conditions for assessment.

Each unit of competency can be unbundled to reveal three key assessment components:

- Performance Evidence - describes the subtasks that make up the element of the unit
- Knowledge Evidence - describes the knowledge that must be applied in understanding the tasks described in the elements
- Assessment Conditions - describes the environment and conditions that assessments must be conducted under

The associated assessment tool in this kit covers all of these components as detailed in the matrix to follow:

Assessment Activities	Units of competency			
	BSBPMG511	BSBPMG512	BSBPMG514	B SBPMG513
Written Questions	✓	✓	✓	✓
Case Studies	✓	✓	✓	✓

BSBPMG511 – Manage Project Scope

This unit describes the skills and knowledge required to determine and manage project scope. It involves obtaining project authorisation, developing a scope management plan, and managing the application of project scope controls.

It applies to individuals responsible for managing and leading a project in an organisation, business or as a consultant.

Performance evidence

1. complete project authorisation activities
2. collaborate with stakeholders to produce a scope-management plan
3. implement scope-management plan according to procedures
4. review and document scope-management implementation and recommend improvements.

Knowledge evidence

1. identify components of a project scope-management plan
2. describe factors likely to impact the project scope
3. explain formal change-control processes
4. describe methods for measuring work outcomes and progress against plan
5. describe methods for segmenting and documenting a work breakdown structure
6. identify and describe problem areas likely to be encountered in scope management
7. explain procedures for reporting scope change
8. explain project life cycle and the significance of scope management
9. identify project management tools used for managing scope
10. outline roles and responsibilities of project manager in relation to project planning
11. identify types of project initiation documentation.

Assessment conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership – project management field of work and include access to:

1. workplace documentation used to document and manage project scope
2. examples of feedback from project stakeholders regarding management of project scope
3. case studies and, where possible, real situations
4. interaction with others.

BSBPM512 – Manage Project Time

This unit describes the skills and knowledge required to manage time during projects. It involves determining and implementing the project schedule, and assessing time management outcomes.

It applies to individuals responsible for managing and leading a project in an organisation, business, or as a consultant.

Performance evidence

1. develop a project schedule using project management tools and techniques
2. implement, analyse and monitor a project schedule
3. conduct a review of project scheduling and recommend improvements for the future.

Knowledge evidence

1. explain estimation techniques to determine task duration and resource effort
2. explain procedures for identifying critical path
3. explain procedures for managing project baselines, establishment and variance
4. summarise project life cycle phases and describe each phase
5. explain best-practice time management methodologies, their capabilities, limitations, applications and outcomes
6. summarise key tools for project scheduling
7. explain work breakdown structures and application to project schedules.

Assessment conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership – project management field of work and include access to workplace documentation, including:

1. examples of project schedules, reports and feedback from project stakeholders regarding time management
2. case studies and, where possible, real situations
3. interaction with others.

BSBPMG514 – Manage Project Cost

This unit describes the skills and knowledge required to identify, analyse and refine project costs to produce a budget, and to use this budget as the principal mechanism to control project cost.

It applies to individuals responsible for managing and leading a project in an organisation, business, or as a consultant.

Performance evidence

1. work closely with others to determine resources against budgetary frameworks
2. prepare a budget and cost-management plan for a project
3. monitor costs across a project's life cycle including solving cost variations and analysing possible alternatives
4. record expenditure, create accurate financial reports and review cost-management processes.

Knowledge evidence

1. explain appropriate budgeting processes, tools and techniques
2. describe methods and tools for costing and cost analysis
3. explain strategies for managing costs and their application in different situations
4. outline processes for reviewing costs against outcomes
5. summarise key organisational policies and procedures applicable to this role.

Assessment conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership – project management field of work and include access to:

1. workplace documentation, including budgets and other financial documents
2. case studies and, where possible, real situations.

BSBPMG513 – Manage Project Quality

This unit describes the skills and knowledge required to manage quality within projects. It involves determining quality requirements, implementing quality control and assurance processes, and using review and evaluation to make quality improvements in current and future projects.

It applies to individuals responsible for managing and leading a project in an organisation, business, or as a consultant.

Performance evidence

1. work with others to decide a project's quality requirements
2. document a quality-management plan
3. implement quality control and assurance processes for a defined project using a range of tools and methodologies
4. review outcomes and recommend process improvements.

Knowledge evidence

1. explain quality management theory
2. explain relevant standards that apply in the organisation
3. describe quality assurance and control techniques, key tools and methodologies
4. describe roles and responsibilities of quality management personnel
5. explain methods for managing continuous improvement.

Assessment conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership – project management field of work and include access to:

1. project documentation including quality criteria, evidence of quality monitoring and improvement practices
2. case studies or, where possible, real situations
3. Interaction with others.

ASSESSMENT METHODS

There are five (5) Assessment Workbooks for the course. This is **Workbook 2**.

Theory Workbooks

The Theory Workbooks contain two assessment methods:

1. **Written Questions** – A set of generic and workplace questions testing the student's general knowledge and understanding of the general theory behind the unit.
2. **Case Studies** – A set of hypothetical questions to test the student's analytical skills in project problem solving. Students will be provided with a set of project management documents to analyse.

Workbook 1 – The Project Life Cycle

Workbook 2 – Constraint Management

Workbook 3 – Human Resource Management

Workbook 4 – Risk Management

Workbook 5 – Integration Management

Project Practical Assessment

Each unit of competency will be assessed practically, requiring the collation of evidence to demonstrate the student's skill, plus a suitable observer to verify the student's ability.

RESOURCES REQUIRED FOR ASSESSMENT

Assessor to provide:

- Case studies and simulations
- Information about work activities

The student to provide:

- Computer with internet access, Microsoft Word, Adobe Acrobat Reader
- Access to email

PRESENTATION

Things to Consider:

Only submit your workbook once all activities inside are complete. Should you have any questions regarding your assessments, or not understand what is required for you to complete your assessment, please feel free to ask your trainer.

Keep your answers succinct and make sure you are answering the question. Re-read the question after you have drafted up your response just to be sure you have covered all that is needed.

Your final assessment result will either be competent or not yet competent.

If submitting your assessments please ensure that

1. **All** assessment tasks within the workbook have been completed
2. You have proof read your assessment

Answering the Questions:

1. **If you are using Microsoft Word you will need to click in the grey area of the box to begin typing your answer.**



Assessments may not be processed if the above guidelines are not adhered to. To ensure your assessment is processed as quickly as possible, please follow these instructions.