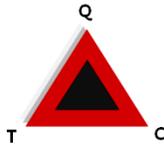


Nationally recognised training,
registration No. 51930

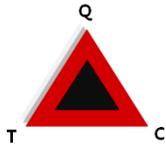
QTC

Student Handbook



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COURSE INFORMATION & ENROLLMENT POLICY

Career-relevant, Accredited and Industry Endorsed

Because QTC vocational courses are developed in consultation with relevant industry and community groups, you can rest assured that your qualification is highly valued by industry employers, education and training providers and the wider community.

Our Project Management courses have been developed under the Australian Qualifications Framework, so they are government-accredited, as well as nationally recognised and in the case of the Cert IV and Diploma of project management are endorsed by the Australian Institute of Project Management (AIPM). These courses will also assist in preparation for the Project Management Institute's (PMI) Project Management Professional (PMP) exam.

Once you've completed the QTC Diploma or above courses, you may choose to further your studies with a postgraduate degree course at either Edith Cowan University (ECU) or Curtin University. You will receive the possibility of recognition towards advanced standing for your QTC Diploma.

To obtain your qualification, you need to provide evidence of your competency to manage projects and/or manage a team.

From our experience, you will find it relatively easy to provide evidence of competencies if you meet one or more of the following criteria:

- You are currently working in a responsible position (possibly supervisor or above)
- You have had 3 or more years' experience
- You have an existing qualification in a management/business-related field
- You are managing, or have previously managed
- You are managing, or have managed, a project team

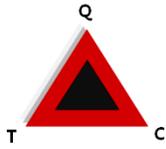
Learning and support strategy

Overview

The QTC Cert IV, Diploma, Advanced Diploma and Graduate Diploma are a competency-based award at Australia Qualifications Framework (AQF) Level 4, 5 or 6 and 8 respectively.

Benefits to you

Management and the management of projects today are often complex and risky, requiring the knowledge and skills of teams operating with a high level of cooperation and coordination. The competency standards on which this course is based have been derived from national and international best practice in project management and/or management.



They are endorsed by industry groups and national bodies within Australia and overseas. You can be confident that this qualification will prepare you to work effectively as a manager or project manager, greatly increasing the chances of success. Remember, successful management means real business benefits for your organisation.

Who Should Attend/Seek Assessment

The units are designed for project managers or managers who wish to reinforce the management skills they have acquired on the job and obtain formal recognition. The course is also suitable for those who are expecting to move into positions as project managers or managers.

Course objectives

At the end of the course participants will have demonstrated skills and knowledge relevant to the particular level and focus of their qualification.

Duration

The courses typically are facilitated in a classroom environment; in addition, participants will need to complete a series of assignments. The timeframe for this is 12 months from completion of the workshops.

General Information on RPL

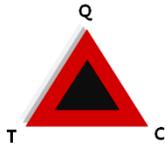
Recognition of Prior Learning (RPL) recognises what you have already learned from other courses, from life experiences (e.g. community involvement, hobbies, family business), and from work experience, and measures it against the course you are doing or intend to do.

If what you have learned at work or elsewhere is relevant to any of the courses you may be able to gain exemption from some (or all) units in a course.

It is always a good idea to apply for RPL even if you are unsure about whether you will be successful. Often people don't apply because they are uncertain, but it is common for applicants to get more RPL than they expect.

The RPL process used for this course will be in 4 stages:

1. Application Form
2. Collection of Evidence
3. Submission of Application and Evidence to QTC
4. Assessment by QTC Training & Education (may include an interview with the applicant), and decision by the panel



BSB41515 Certificate IV in Project Management Practice

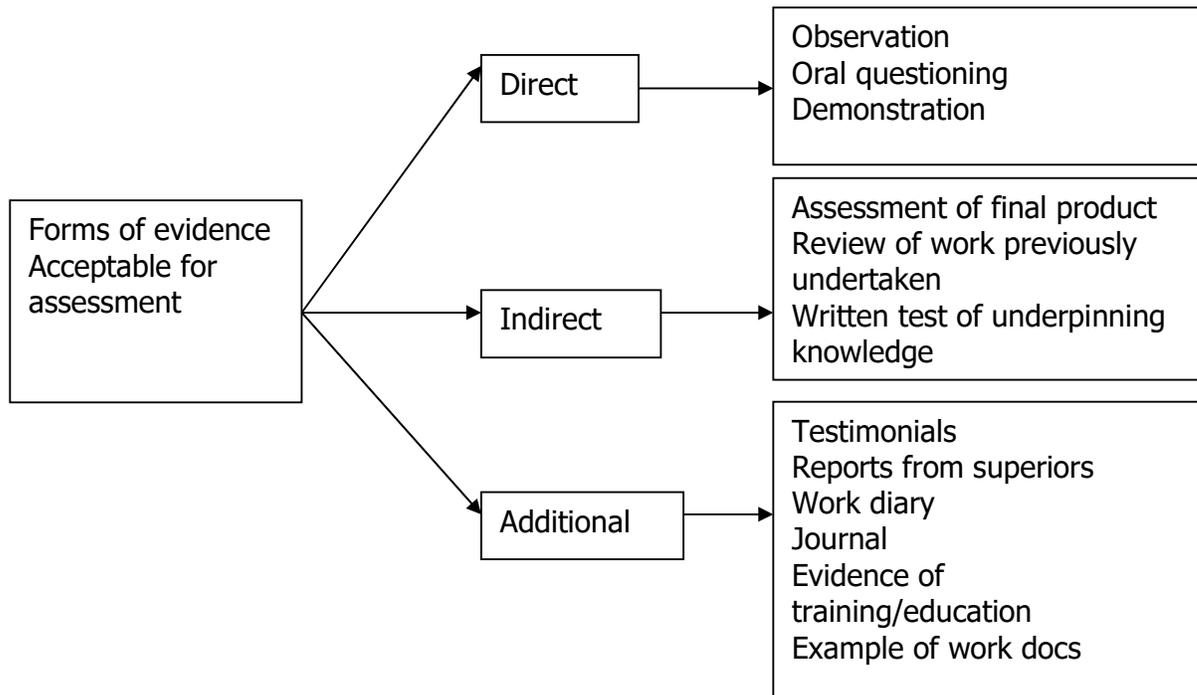
- BSBPMG409 Apply project scope-management techniques
- BSBPMG410 Apply project time-management techniques
- BSBPMG411 Apply project quality-management techniques
- BSBPMG412 Apply project cost-management techniques
- BSBPMG413 Apply project human resources management approaches
- BSBPMG414 Apply project information management and communications techniques
- BSBPMG415 Apply project risk-management techniques
- BSBPMG416 Apply project procurement procedures
- BSBPMG417 Apply project management lifecycle processes

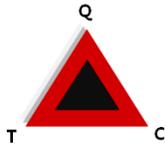
The structure and content of the course is based on the assumption that project management is not an entry level qualification and that learners are likely to have existing training and qualifications. The course therefore provides information and activities that will assist self-directed learning and assessment.

The QTC approach – Assessment only

Course Assessment Participants are required to demonstrate **workplace** evidence of the required competencies throughout the duration of the assessment and are required to submit assessment items/evidence consisting of activities based on **actual workplace** activities or agreed scenarios.

Participants may apply to be assessed subsequently for the AIPM's CPPE award. Dr Keith O'Shea PhD (Proj. Man) Director of QTC Consulting is a registered assessor with AIPM.



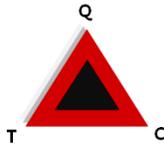


About the Learner

The course participant/assessment candidate in the Certificate IV in Project Management Practice (BSB41515) is likely to have the title of team member or team leader. Team members will provide different skills to the project and therefore have differing roles. For example team members may work across all project activities, or in larger projects, they may have carriage of specified areas such as managing project finances.

The role of team member entails assisting with initial project planning, undertaking the daily work of the project as defined in the project work plan and work breakdown structure (WBS), and working to support the meeting of project targets, milestones and quality standards. A team member will:

- Take responsibility for planning their own work in consultation with others and under the direction of the Project Manager
- Be able to manage themselves with limited direction and apply technical and organisation knowledge to organisation issues and problems and be able to work in a variety of work contexts
- Be able to apply their skills, including conceptual, technical, interpersonal skills, to the guidance of other team members and to a variety of different workplace situations and be able to readily move to other teams carrying out the same type of work
- Be able to exercise the competencies they hold within the routines and non-routine procedures and systems of an organisation; and within organisational guidelines and delegations are able to exercise appropriate judgement for themselves in the appropriate use of resources and services available.



BSB61218 Advanced Diploma of Program Management via Assessment/RPL

Qualification Description

This qualification reflects the role of individuals who apply specialised knowledge and skills, together with experience in program management across a range of enterprise and industry contexts.

A program is defined as a set of interrelated projects, each of which has a project manager. 'Multiple projects', or 'a program of projects', refers to a number of related projects managed by the same person as a program to achieve organisational objective/s.

It applies to individuals who are program managers, managing or directing a suite of projects (a program) to achieve organisational objectives.

Individuals at this level use initiative and judgement to direct, plan, and lead a range of program functions, with accountability for personal and team outcomes within broad parameters.

They use cognitive and communication skills to identify, analyse and synthesise information from a variety of sources and transfer their knowledge to others, and creative or conceptual skills to express ideas and perspectives or respond to complex problems.

Entry Requirements

Entry to this qualification is limited to those who:

- Have completed a Diploma of Project Management qualification.
- or
- Have completed two years equivalent full-time relevant workplace experience at a significant level within a project or program environment within an enterprise.

Assessment /RPL

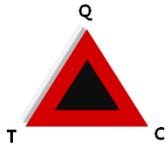
Total number of units = 12

4 core units plus

8 elective units:

Core Units

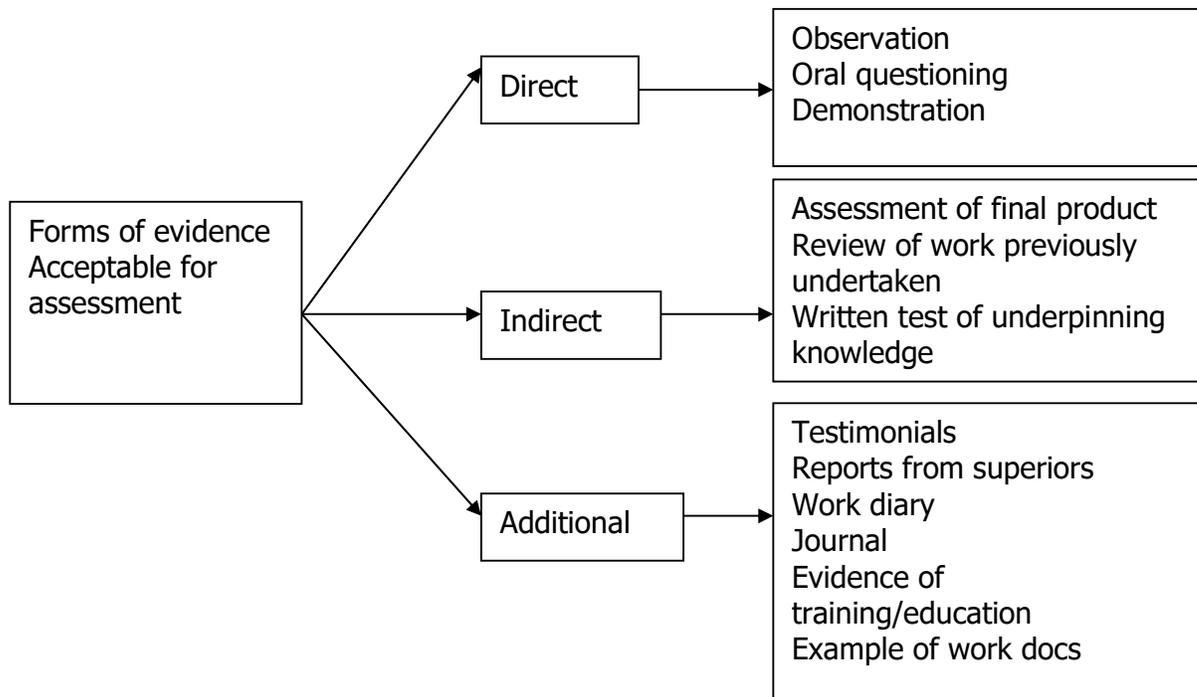
BSBPMG610	Enable program execution
BSBPMG621	Facilitate stakeholder engagement
BSBPMG622	Implement program governance
BSBPMG623	Manage benefits

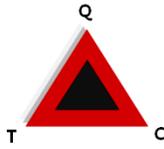


Elective Units

AHCBUS607	Implement a monitoring, evaluation and reporting program
BSBINN601	Lead and manage organisational change
BSBPMG624	Engage in collaborative alliances
BSBPMG615	Manage program delivery
BSBPMG616	Manage program risk
BSBPMG617	Provide leadership for the program
ICTICT602	Develop contracts and manage contracted performance
PSPMNGT607B	Develop a business case

Course Assessment Participants are required to demonstrate **workplace** evidence of the required competencies throughout the duration of the assessment and are required to submit assessment items/evidence consisting of activities based on **actual workplace** activities. Participants may apply to be assessed concurrently for the AIPM's CPPD award. Dr Keith O'Shea PhD (Proj. Man) Director of QTC Consulting is a registered assessor with AIPM.





BSB80415 Graduate Diploma of Portfolio Management via Assessment/RPL

Qualification Description

This qualification reflects the role of individuals who apply advanced knowledge and skills in a range of strategic portfolio management roles.

Individuals at this level make high-level autonomous decisions and use initiative and judgement to plan and implement a range of project, program and portfolio management functions in varied contexts.

They have full responsibility and accountability for personal outputs and for the work or function of others.

They use cognitive and creative skills to review, critically analyse, consolidate and synthesise knowledge, in order to generate ideas and provide solutions to complex problems. They use communication skills to demonstrate their understanding of theoretical concepts and to transfer knowledge and ideas to others

Entry Requirements

Entry to this qualification is limited to those who:

- Have completed a Diploma or Advanced Diploma qualification in related fields of study and 3 years equivalent full-time relevant workplace experience at a significant level of project or program leadership and management responsibility and/or complexity in an enterprise.
or
- Have completed a Bachelor degree in related fields of study and 2 years equivalent full-time relevant workplace experience at a significant level of project or program leadership and management responsibility and/or complexity in an enterprise.
or
- Have five years equivalent full-time relevant workplace experience at a significant level of leadership and management responsibility and/or complexity in an enterprise.

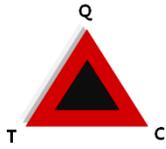
Assessment /RPL

Total number of units = 8

4 core units plus

4 elective units:

Elective units must be relevant to the **work environment** and the qualification, maintain the integrity of the AQF alignment and contribute to a valid, industry-supported vocational outcome.



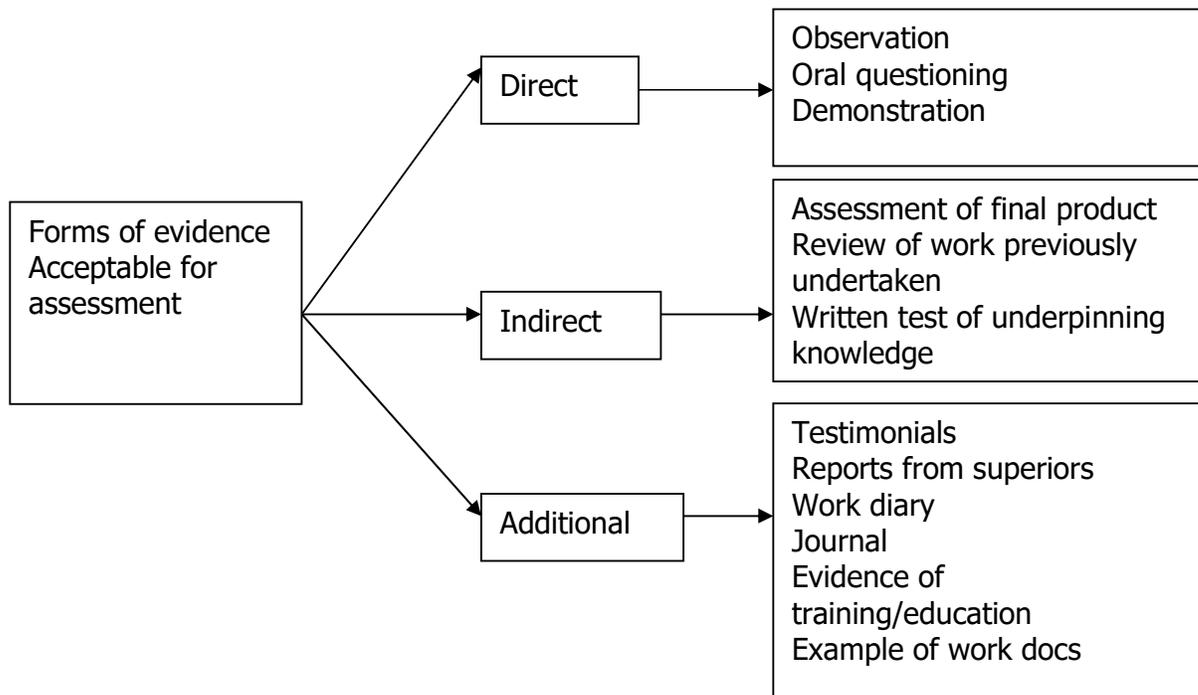
Core Units

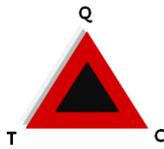
BSBPMG801	Prioritise projects and programs
BSBPMG802	Select and balance the portfolio
BSBPMG803	Manage and review portfolio performance
BSBPMG804	Govern the portfolio

Elective Units

BSBLDR801	Lead personal and strategic transformation
BSBLDR803	Develop and cultivate collaborative partnerships and relationships
BSBLDR805	Lead and influence change
BSBLDR806	Lead and influence ethical practice
BSBMGT802	Lead design and review of enterprise systems
BSBMGT803	Use financial and economic information for strategic decision making
BSBPMG805	Lead the portfolio
BSBPMG806	Manage portfolio communications and change
BSBPMG807	Manage portfolio resources
BSBPMG808	Manage portfolio risk

Course Assessment Participants are required to demonstrate **workplace** evidence of the required competencies throughout the duration of the assessment and are required to submit assessment items/evidence consisting of activities based on **actual workplace** activities. Participants may apply to be assessed concurrently for the AIPM's CPPE award. Dr Keith O'Shea PhD (Proj. Man) Director of QTC Consulting is a registered assessor with AIPM.





BSB51415 Diploma of Project Management

BSBPMG511	Manage project scope
BSBPMG512	Manage project time
BSBPMG513	Manage project quality
BSBPMG514	Manage project cost
BSBPMG515	Manage project human resources
BSBPMG516	Manage project information and communication
BSBPMG517	Manage project risk
BSBPMG521	Manage project integration
BSBPMG518	Manage project procurement
BSBPMG519	Manage project stakeholder engagement
BSBPMG520	Manage project governance
BSBWOR502	Lead and manage team effectiveness

Pre-requisites

There are no formal pre-requisites for undertaking the course. However, course participants are expected to have levels of language, literacy and numeracy usually required of project managers.

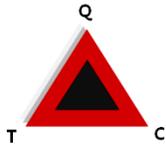
About the Learner

The course participant in the Diploma of Project Management (BSB51415) is likely to have the title of team leader/leading hand/supervisor. Supervisors will for example work across all project activities, or in larger projects, they may have carriage of specified areas such as managing project finances.

The role of Supervisor entails assisting with and initiating project planning, undertaking the supervision of the daily work of the project as defined in the project work plan and work breakdown structure (WBS), and working to support the meeting of project targets, milestones and quality standards.

A Supervisor will:

- Take responsibility for planning the work of others
- Be able to manage others with limited direction and apply technical and organisation knowledge to organisation issues and problems and be able to work in a variety of work contexts
- Be able to apply their skills, including conceptual, technical, interpersonal skills, to guide other team members and in a variety of different workplace situations be able to readily move teams to better meet targets
- Be able to exercise the competencies they hold within the routines and non-routine procedures and systems of an organisation; and within organisational guidelines and



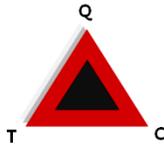
delegations are able to exercise appropriate judgement for themselves in the appropriate use of resources and services available.

The approach

The program is part delivered face-to-face in a workshop environment over five days utilising clustering of units. Delivery methods include: presentations, small and large group activities and the use of case studies and scenarios. Assessment for the qualification is competency-based and as such the course focuses on the development of skills and knowledge through participant activities.

Assessment

Participants demonstrate evidence of the required competencies through formative assessment items throughout the course over a 12 month period. These assessment items consist of activities and exercises based on **actual workplace** activities and where agreed with QTC, simulated project management scenarios. Questions are also used to test knowledge and understanding. Following the workshop, participants have up to twelve months in which to complete the **in the workplace** assignments relating to the twelve units of competency. A participant who is assessed as competent in all twelve units of competency will receive the award of Diploma of Project Management.



Submission of your work (all courses)

All documentation must be presented to the standard expected in a workplace. All work should be submitted within agreed timeframes. Remember, meeting deadlines is an important facet of management.

It is a requirement that the work you submit for assessment is your own. You may seek help from your peers should you be required to as part of the consultation process for your project. You may also ask your peers for assistance if you are experiencing difficulties. However, once the problem has been resolved you **must produce the assessment work by yourself**.

Following receipt of your work, your assessor may schedule a meeting/telephone/skype interview (approximately 30 minutes) to provide you with feedback, review sample processes you used throughout your submissions and ask you questions. The questions will vary depending on the nature of your qualification.

Your portfolio will be securely stored, kept strictly confidential and is only available to your assessor.

When you have satisfactorily completed all the **in the workplace** activities, QTC will issue your qualification.

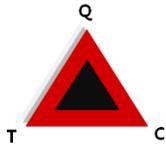
Not demonstrating all of the required competencies?

We realise that all situations are different and some will not cover all of the knowledge areas. It is possible that your assessor will ask for additional documentation.

There are four principles of assessment that must be applied by QTC in establishing competency. These principles are:

- *Validity*: your evidence must clearly and directly relate to the evidence requirements for each unit of competency.
- *Reliability*: other assessors would make the same judgement about your competency.
- *Flexibility*: assessment should reflect your needs and occur at a mutually convenient time and situation.
- *Fairness*: the assessor will objectively consider your needs and learning characteristics and any reasonable adjustments that should be applied.

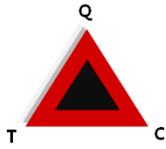
Opportunity exists for you to negotiate your assessment and provision for reassessment is provided.



The rules of evidence in competency-based assessment

The evidence you submit for assessment must meet the following rules:

- *Valid:* your evidence must clearly and directly relate to the evidence requirements for each unit of competency. Check the overview of evidence and the specific evidence requirements contained within the unit descriptor.
- *Sufficient:* there must be enough evidence to enable us to make a decision in relation to your competency. Try to present enough evidence, not too much/not too little, across the units of competency.
- *Current:* the evidence must be indicative of your current competence. Evidence from the previous two years is preferable.
- *Authentic:* your evidence must be your own and not another person's work. We will need to confirm that the evidence you provide is actually your own work.



CORRESPONDENCE OPTIONS

Diploma of Project Management BSB51415
Cert IV in Project Management Practice BSB41515

Learning activities

For each unit of competency you will need to read the nominated chapter from the text (suggested) and source related procedures from your workplace or other organisation.

You will have access to the Program Coordinator via email and telephone discussions.

You are not required to attend workshops and there are no exams.

Textbook

A suitable Project Management textbook written to align with the Australian project management competency standards that underpin current project management theory and application will be suggested.

The textbook is an excellent resource and covers all units. You will need to purchase this book on enrolment.

What you need to do

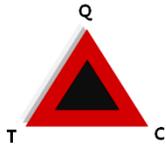
Undertaking either the Cert IV or Diploma of Project Management, there are two assessment activities per unit of competency that you are required to successfully undertake to achieve your qualification - Activity 1 and Activity 2.

Activity 1: Reading and Report

Read the relevant chapters contained in the text book suggested and your workplace procedures.

Based on your reading, prepare a report that addresses the questions at the end of the nominated chapters, inclusive of any Case Studies. This report will include an analysis of the key similarities between your workplace policies and procedures and the Units.

Read each question you have to answer carefully. Restate each question so it is clear which question you are attempting. Short sentences or the use of dot points is quite acceptable. Please ensure your writing style is clear and concise.



Activity 2: Workplace project

In addition to completing Activity 1 the major part of your assessment is the participation in the management and finalisation of a real workplace project. Preferably, but not necessarily, the one project will be used to assess all units.

If you already have a project as part of your current work activities, this project will be the basis of your assessment. In other words, the assessment will be linked to work that you are already doing.

If a project is not part of your current work activities, you will need to negotiate a project with your manager, and this project will be the basis of your assessment. The project negotiated should be of genuine value to the workplace.

If it is not possible to negotiate a workplace project, you must contact the Program Coordinator to discuss options. We will do what we can to support those students who do not have access to a workplace environment.

It is possible to use previous project documentation as evidence. You will need to critically review and evaluate your earlier project processes and documentation, and identify recommendations for improvement.

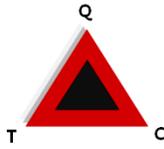
Submitting your project portfolio

See timeline: you must compile an indexed portfolio for all units of competency (assessment template provided).

- The portfolio must contain the information listed in the assessment template. It must be clear to the assessor which part of each document links to the information requirements as outlined.
- You must also submit a Project Sponsor/Manager's Testimonial, to verify your project management skills and knowledge and the authenticity of your evidence.
- You may also include in your portfolio any other evidence you consider relevant.

Following receipt of your portfolio, your assessor may schedule a telephone interview to provide you with feedback, review sample processes you used throughout your project and ask you questions. The questions will vary depending on the nature of your project and your project documentation.

BSB51415 & BSB41515 - Flexible Study with Distance Learning must be completed within 12 months of registration



ENROLLMENT PROCESS

Once you have considered all the QTC courses in this Handbook and satisfied yourself that you are appropriate and desire to undertake a particular course and you receive confirmation from QTC of satisfying the acceptance criteria, QTC will send you an enrolment form. Once payment is received you will receive via email a confirmation of your payment; we will then dispatch your materials and make contact with you.

1. Choose your course

- *Read the Course Information carefully*
- Talk to QTC course information personnel
- Assess your eligibility to enrol
- Are there entry requirements?
- Do you need prior experience or study?
- Register your interest, apply or enrol

Access to Student Records

Student Information Requests

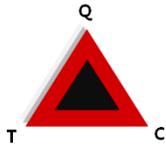
The Training Manager is responsible for the processing of all requests for student information from students. These requests require the completion of a request for access form and the verification of the student's identity through either sighting of appropriate photo ID or the correct answering of a checklist of questions derived from the student's personal details.

These questions are:

- Full Name
- Student Number
- Date of Birth
- Address (home and semester)
- Phone Number (home and semester)

The Training Manager and the student must both sign the request form as an official record of identification. The Training Manager may also, if deemed necessary, further ensure the student's identification through a signature comparison with their enrolment form.

The Training Manager is to notify the student when access is available. The Training Manager and the student must both again sign the form upon access as a record of such access. This form is then to be placed in the student's file for future reference.



Third Party Information Requests

No staff member is to release any information about students to any third party unless prior written authorisation is obtained from the student or disclosure is required by law.

Authorised Third Parties:

Students may nominate third parties they wish to access their records. This process is conducted by the Training Manager who ensures a third party access form is completed and the security details for the third party obtained. These details will be entered into the student's file.

Any staff member who receives a request for information from a person claiming to be authorised must verify this authorisation and any related conditions through either a password or question list check prior to releasing any information.

Other Third Parties:

Staff must not release any information to any other third party requesting student information. The Training Manager will obtain details of the request and detail these to the student to determine whether they wish to authorise access through a written consent form.