



bsb51415 diploma of
project management

“mbh training – nurturing project
management knowledge & maturity”



1. about mbh training	4
1.1 the mbh story since 1999	4
1.3 mbh product range	5
2. diploma in project management	6
2.1 pathway	6
2.2 program structure	7
3. detailed course descriptions	8
3.1 MBHT11 diploma in project management- core 3 days	8
3.2 MBHT11 diploma in project management day 4 - financial management	12
3.3 MBHT11 diploma in project management – day 5 –manage complex projects	13
4. course fees and dates	15
4.1 fees	15
4.2 dates	15
5. methods of tuition	15
5.1 experiential	15
5.2 workshop	15
5.3 seminar	16
5.4 computer based training (CBT)	16
6. venues	16
7. contact details	16
8. enrolment	16
8.1 how to enrol	16
Smart and Skilled NSW funded training enrolment	17
8.2 confirmation of enrolment	17
8.3 cancellations and refunds	17

8.4	financial policy	18
9.	<i>terms and conditions</i>	18
9.1	conditions	18
9.2	code of practice	19
9.3	mutual recognition of RTO qualifications/credit transfer	19
9.4	recognition of prior learning (rpl)	19
9.5	Disclosure	19
9.6	Sub-Contractor Arrangements	19
9.7	participants' welfare	20
9.8	students records	20
9.9	assessment criteria	20
9.10	assessment appeal	21
	<i>appendix I - testimonials</i>	23
	<i>appendix II - staff profiles</i>	25

1. about mbh training

1.1 the mbh story since 1999

mbh is a diverse Australian management consultancy. We were founded in 1999 and have developed a range of services and products committed to growing capability and maturity in portfolio, change, program and project management both for organisations and for the individual. We invest considerable time and money into research that results in commercialised products in the form of: online assessment tools, career path development plans, considered and well designed training products and an enterprise portfolio and project management system that surprises users with its simplicity combined with depth of functionality; a rare combination.

mbh has been a registered training organisation since 2003. We were one of the first three training providers in Australia to provide formal VET qualifications in project management. We have been training people in project management since 1999. In 2004 we became a registered education provider with the Project Management Institute and had our core courses endorsed by the Australian Institute of Project Management. Since this time, we have led the field of project management research, presenting at a variety of conferences around Australia and developing our own brand of business management; *managing by project*.

1.2 why mbh training is unique

Our training is developed following a long and deep research process. This process includes utilisation of not only the latest thinking in project management (fed by our consulting team) but also and more importantly, the latest thinking in adult learning principles. We consider the full range of learning styles and design courses that allow for all participants to absorb the information in a way that best suits them.

A crucial and much forgotten component to VET training is needs analysis. Our learning and growth capabilities include leading needs analysis techniques both at an organisational and individual level. Two examples of these are our free online project management assessment tool for individuals, COMPASS, and our online organisational project management maturity model currently being used by the South Australian Government.

All trainers have a certificate IV in workplace assessment and training and are experienced project managers. This experience element brings real pragmatism and the ability to answer a

wide variety of left field questions both during the training courses and following the courses during the assessment phase. Students are basically getting free mentoring post coursework from an experienced project manager who has been there done that, made the mistakes and learnt from them.

1.3 mbh product range

We can offer the full range of training and assessment to your organisation. Individuals within your company can utilise COMPASS for free to find out where they currently are at and what courses/development path they should follow if they wish to develop a career in project management. This important needs analysis process can save thousands in wasted training at the wrong level.

We offer monthly public courses in our certificate IV and diploma in project management training programmes. This means that individuals can attend each component at their leisure and interact with others from different organisations to gain an insight to other methodologies and network with other project managers. In addition, we can run these training programs or components of them, in-house to target and quickly sharpen the skills of your company staff. A hot product at the moment is our project planning short course. This course, in 4 hours, teaches the fundamentals of work breakdown structures, critical path analysis and the importance of utilising the float of non-critical activities to ensure a project is delivered on-time. This short course can be a pre-cursor to our more in-depth one day theory of constraints course where participants learn the art of buffer management and confidence interval estimating.

We go beyond a theoretical modular approach to bring managing by project to life, offering participants experiential learning through real-life case studies and scenario-based exercises. Our training covers the full range of roles and competency levels and we offer on-going support, assessment and certification options where required.

1.4 our brand and reputation

mbh relies on reputation to maintain its business. It is the high quality of our service that has led to over 600 public servants attending our creating a business case course across the South Australian Government and over 2,200 people completing an mbh project management training course since 1999.

1.5 further information

For details about the full range of services available from mbh, and to register online for all training courses, please visit our website www.mbhtraining.com.au or e-mail us at info@mbhtraining.com.au. Also available on our website is a free online demonstration of our innovative web-based Managing by Project methodology.

2. diploma in project management

2.1 pathway

On successful completion of the diploma in project management you can progress toward the BSB60707 Advanced Diploma in Project Management

This qualification is aimed at individuals who have project leadership or management positions and will apply project management skills and knowledge in the workplace across a variety of industries and situations. Whether you are involved in internal business projects or external client delivery you will be responsible for the delivery of the project objectives.

The diploma in project management will provide you a wide range of theoretical knowledge and proven practical application of project management tools and techniques and best practices to assist you to deliver your projects. It will also provide you with current and new emerging tools and techniques across a range of technical and managerial competencies to guide your team through the phases of the project incorporating project review and skills evaluation.

The qualification will assist people in the typical roles listed below;

- Project manager (generic)
- Project manager (industry specific)
- Project leader
- Project team leader
- Project contract manager
- Project vendor manager.

2.2 program structure

There are 12 units of competencies including 8 core and 4 elective units to be completed to obtain the Diploma in Project Management. mbh offers five competencies below to reflect industry practices. However, as 4 are required to be completed they will be issued based on completion of both course and workplace assessment evidence demonstrating competency.

Competency Code	Title	Core/Elective
BSBPMG511	Manage project scope	Core
BSBPMG512	Manage project time	Core
BSBPMG513	Manage project quality	Core
BSBPMG514	Manage project cost	Core
BSBPMG515	Manage project human resources	Core
BSBPMG516	Manage project information and communications	Core
BSBPMG517	Manage project risk	Core
BSBPMG521	Manage project integration	Core
BSBPMG518	Manage project procurement	Elective
BSBPMG519	Manage project stakeholder engagement	Elective
<i>BSBPMG520</i>	Manage project governance	Elective
BSBINM501	Manage an information or knowledge management system	Elective
BSBWOR502	Lead and manage team effectiveness	Elective

To be awarded a BSB51415 diploma of project management participants are required to complete the following three courses and successfully complete relevant work-based assessment for each course in line with their chosen electives. Assessment completion is required within 2 years.

3. detailed course descriptions

3.1 MBHT11 diploma of project management– core 3 days

course aim

This project management course applies to people that are currently in a project management role or part of a team working on projects and aims to develop the skills and knowledge required of a modern-day project manager.

This course covers the functional areas of project management but pays particular attention to areas which differentiate an average from an exceptional project manager such as leadership and team management. Furthermore the course provides an insight to project management systems to enable collaboration and access for real time communication for all relevant stakeholders.

It spans all phases of a project from concept through to close-out, covering the roles and responsibilities across the lifecycle of projects and the checks and controls between them, including stage-gate financing, project funnels and project filters. Additional focus is made to leadership, team management, stakeholder and communications management.

The course trains participants to the Business Services Training Package aligned to the diploma in project management (BSB51415)

The course will cover the following competencies outlined in the Business Services Training Package (BSB07):

BSBPMG511 Manage project scope

BSBPMG512 Manage project time

BSBPMG513 Manage project quality

BSBPMG515 Manage project human resources

BSBPMG516 Manage project information and communications

BSBPMG517 Manage project risk

BSBPMG518 Manage project procurement

BSBPMG519 Manage project stakeholder engagement

BSBPMG520 Manage project governance

BSBPMG521 Manage project integration

BSBINM501 Manage an information or knowledge management system

BSBWOR502 Lead and manage team effectiveness

timetable

day 1

session 1 what is a project

session 2 managing by project

session 3 roles and responsibilities, project lifecycle and governance

session 4 concept phase

day 2

session 4 concept phase (continued)

session 5 development phase

day 3

session 5 development phase (continued)

session 6 implementation phase

session 7 close out phase

learning outcomes

session 1 what is a project

1. define a project
2. explain project management versus line management
3. comprehend the differences between project work and repetitive work
4. identify tools that best fit your working environment

session 2 managing by project

1. describe the mbp concept
2. breakdown the change elements of mbp
3. outline how projects fit into the corporate structure
4. describe the interrelationships between the four management areas
5. comprehend the difference between outputs, key performance indicators and benefits

session 3 roles and responsibilities, project lifecycle and governance

1. describe the 4 phases of a project life cycle in detail
2. describe the benefits realisation framework
3. provide project stakeholders and team members a reference point for their roles in relation to others
4. explain where project members' primary effort will fall during the project life cycle
5. explain project governance
6. identify typical components of a project governance plan
7. create a governance model
8. have a clear understanding of the range of roles in the managing by project methodology

session 4 concept phase

1. write a positional paper
2. write key performance indicators for your project
3. Explain the differences between task and role culture organisations
4. explain the phases of team development using motivation techniques
5. recognise a variety of communication models
6. guide team members through the phases of project team development

session 5 development phase

1. explain the make- up of the various facilitation workshops
2. using workshops for value management
3. identify the scope for a project
4. create a work breakdown structure
5. identify skills sets for project delivery

6. estimate durations for tasks
7. calculate resource costs
8. explain the purpose of a network diagram
9. recognise the difference between free float and total float
10. create network diagram
11. calculate the critical path
12. explain float and total float
13. identify project deliverables
14. recognise a variety of scheduling tools
15. comprehend the elements of a quality management plan
16. explain cost planning
17. create a project budget and baseline
18. explain the elements involved in procurement
19. recognise different types of contracts utilised in procurement
20. identify selection criteria for procurement
21. describe the contents of a skills matrix
22. conduct risk analysis
23. create risk management plans
24. identify key stakeholders of your project
25. analyse stakeholders
26. describe the commitment curve
27. develop stakeholder actions plans
28. explain the contents of the project management plan

session 6 implementation phase

1. design a collaboration process using industry tools fostering collaboration report progress
2. comprehend escalation management
3. identify when to conduct meetings
4. develop conflict resolution skills
5. identify a variety of problem solving techniques
6. manage conflict

7. promote innovation
8. apply creative problem solving and communication skills
9. demonstrate the importance of change control
10. identify information for project reporting
11. recognise different terminology across industries

session 7 close out phase

1. explain the steps of closing out a project
2. describe the purpose of the project review
3. explain the benefits review process
4. comprehend the role and responsibility of the project office during close out

3.2 MBHT11 diploma of project management day 4 - financial management

course aim

Understanding financial principles such as profit and loss, accrual accounting, balance sheets and budgeting is crucial to the project manager. This course will give project managers the where with all to report up to sponsors and project directors with clarity and with the same vernacular. It will also expand upon concepts already introduced for estimating costs, tracking contracted costs and managing suppliers to these costs.

This course is a foundation to more sophisticated investment evaluation techniques such as Cost/Benefit analysis and Net Present Value calculations.

The course will cover the following competencies outlined in the National Competency Standards for Project Management Level 5:

BSBPMG512 Manage project time

BSBPMG514 Manage project cost

BSBPMG518 Manage project procurement

timetable

session 1 – accounting fundamentals

session 2 – financial categorisations

session 3 – cost estimating and tracking

learning outcomes

session 1 accounting fundamentals

1. explain the components of a balance sheet
2. describe what is contained in a profit and loss statement
3. build a typical chart of accounts

session 2 financial categorisation

Define what is included in working capital calculations

1. Classify costs as direct and indirect
2. Explain average and marginal rates, fixed and variable costs
3. Differentiate between capital and operating expenditure

session 3 estimating techniques and cost tracking

1. List different estimating methods
2. Utilise earned value management for performance management
3. Describe how to track costs on a supplier contract
4. Make accruals for work completed

3.3 MBHT1 1 diploma of project management – day 5 –manage complex projects

course aim

Most project management methods are based around hierarchical structures. This course introduces new ways of managing projects that contain some form of complexity rendering these traditional methods less useful. The first step in this process will be identification of when complexity exists and what type of complexity it is. From this process of definition new tools can be used to assist the project manager in managing the complexity and achieving superior results.

This course will bring in concepts that are brand new to industry and hence will challenge the participant to go beyond the traditional management styles to really excel in their new domain as a project manager.

The course will cover the following competencies outlined in the Business Services Training Package (BSB07):

BSBPMG521 Manage project integration

timetable

session 1 – what is a complex project?

session 2 – defining the complexity

session 3 – useful tools to manage complexity

learning outcomes

session 1 what is a complex project?

1. define complexity as it relates to the natural sciences
2. list the characteristics of a complex project

session 2 defining the complexity

1. explain the characteristics of structural, technical, temporal and directionally complex projects
2. apply these characteristics to project experiences and market case studies

session 3 useful tools to manage complexity

1. explain how to map complexity
2. use role definition to influence complex management
3. apply new time management techniques including jazz and programme
4. use target outturn cost to manage costs
5. apply multiple methodologies in parallel and in series
6. explain virtual gates

4. course fees and dates

4.1 fees

The schedule of course fees for each course is provided at the end of each course description in the detailed course descriptions section of this booklet.

code	course title	duration	pre-requisites	cost gst free
MBHT11	diploma of project management	5 days	MBHT31 (assessment only required- or equivalent RPL)	\$6550

4.2 dates

The schedule of courses for the next six months can be obtained by visiting the Training page on our website <http://mbhtraining.com.au/courses.aspx> or by contacting our office as per contact details.

5. methods of tuition

5.1 experiential

Experiential training is highly participative and interactive with a great deal of hands-on experience and role-plays using simulated project situations. The emphasis is on providing theoretical guidelines and applying them immediately in a syndicate group environment or individually.

The courses are conducted through a mixture of lectures, case studies and exercises. The lecture sessions are illustrated by examples and delegates are encouraged to be participative, sharing experiences in the lecture sessions and syndicate exercises. Questions from participants are encouraged throughout the duration of the course.

5.2 workshop

An educational seminar or series of meetings emphasising interaction and exchange of information among a usually small number of participants. Normally led by a facilitator and can consist of short lectures interspersed with group discussion and exercises.

5.3 seminar

A meeting or conference organised to convey an idea or ideas to a large audience and is usually short in duration and has speakers rather than lecturers.

5.4 computer based training (CBT)

The use of computers in a lecture room to teach computer literacy or the use of computer applications or tools. Students use computers to carry out exercises guided by a lecturer.

6. venues

Course venues may vary. In-house courses can be held at any centre convenient to the client across Australia . Venues are utilised within the Sydney and Adelaide CBD, Regional and Metropolitan areas within Australia , and nationally. See <http://mbhtraining.com.au/courses.aspx>

7. contact details

Co-ordinator: Sarah Quinton
e-mail: info@mbhtraining.com.au
mobile: 0402 237 156

phone: 1300 79 48 68
e-mail: info@mbhtraining.com.au
web site: www.mbhtraining.com.au

8. enrolment

8.1 how to enrol

Register by contacting the course co-ordinator at the number given in **contact details**. You can also enrol by e-mail or online by visiting our web site

<https://secure.mbhtraining.com.au/bookings/>. If you are booking for a corporation and wish to register multiple delegates on a number of courses, please contact the course co-ordinator

The course co-ordinator contacts number is provided in **contact details**. You can also enrol by e-mail or online by visiting our web site

Smart and Skilled NSW funded training enrolment

mbh will validate student eligibility and calculate enrolment fees based on information provided by students through the NSW state Government training portal.

Students must provide written/verbal consent and required declarations prior to the enrolment process being undertaken by mbh.

mbh will provide the student the applicable fee based on their disclosure and resulting output provided by the NSW Government.

The student fee must be paid in line with mbh financial policy at 8.4

8.2 confirmation of enrolment

A confirmation of enrolment will be forwarded to you via email. If you have not received confirmation of your enrolment 5 days before the course starts, please contact the course co-ordinator at **mbh training** to ensure that you are enrolled.

8.3 cancellations and refunds

All monies will be refunded if notice of cancellation of course attendance is made one week prior to course commencement.

If a cancellation is made inside one week then a course credit is applied for attendance at a later date. Once course attendance has been made, no refunds are applicable if assessments are not completed.

If mbh no longer decided to maintain their RTO status or withdraw from any Government funded training we will provide a refund in accordance with student progress and competencies issued.

8.4 financial policy

All prices, unless otherwise stated, include materials, marking of assessments, luncheons and/or teas and coffees for delegates. :

Payments for the entire course fee or a deposit of \$ 1,500 (whichever is the lower) is required up front for all mbh courses final payments are due immediately following the completion of face to face training.

Certificates will not be issued until all outstanding monies have been remitted.

Payment can be made by cheque, credit card or direct bank transfer.

9. terms and conditions

9.1 conditions

Unforeseen circumstances may necessitate the appointment of a different lecturer/speaker to those indicated in associated documentation.

mbh training reserves the right to cancel or discontinue any course for whatever reason. In this event, delegates who may have registered for such a course will be informed and all fees will be refunded in full.

On some courses, the number of seats is limited and acceptance will be based on a first-come, first-served basis.

mbh training reserves the right to make changes to the course syllabi, schedules, fees and venues to meet changed circumstances. However, mbh training will make every effort to communicate any changes to our clients as early as possible.

9.2 code of practice

mbh training upholds the AOTF standards and adheres to the guidelines to ensure compliance with regulations for the delivery of training and registered training organisations. To view the code of practice please go to <http://www.mbhtraining.com.au/training>

9.3 mutual recognition of RTO qualifications/credit transfer

mbh training will recognise other qualifications that have been issued by other RTOs throughout Australia. A certified copy or testamur or Unique Student Identifier transcript must be provided. mbh training reserve the right to contact the RTO to gain authenticity.

9.4 recognition of prior learning (rpl)

Recognition of Prior Learning can be achieved if a student can provide relevant certificates or portfolio of evidence that will cover the competencies that mbh are offering on completion of the course. The RPL process involves a formal assessment of skills and knowledge and aligning evidence provided against the relevant competency standards of the qualification. Students should contact mbh if they would like to choose this path as there is a cost associated with the RPL process.

9.5 Disclosure

When a company has paid for the student to attend an mbh training course, their results may be made available to that company. Students will be asked to provide authorisation for their results to be provided to a third party on enrolment.

9.6 Sub-Contractor Arrangements

All training and assessment is conducted by M.B.H Management and we do not use any other Registered Training Organisation to deliver or assess our training.

9.7 participants' welfare

mbh training support the learning of our students by encouraging them to identify their training needs, we can provide face to face mentoring and coaching to assist in their ongoing development.

9.8 students records

Students have the right to view their records and can gain access when required by contacting mbh to organise a suitable time. Students must provide acceptable photographic ID prior to any records being reviewed.

Students who undertake training with mbh after 1st January 2015 will have applied for a unique student identifier. Apply for a USI <http://usi.gov.au/Students/Pages/default.aspx>

Mbh will upload students records in line with AVETMISS reporting criteria and funded Government training requirements.

9.9 assessment criteria

Where an assessment is required for an **mbh training** course the following will occur:

- The assessment must be completed within 12 months of attendance of the course
- The assessment will be marked by a qualified assessor who holds certificate IV in assessment and workplace training
- Where students need an extension they can request this in writing via email
- Feedback will be provided by the assessor(s) and either discussed or recorded and sent to the student.
- Mbh works closely with all students to provide support and feedback throughout the assessment process

- If a participant wishes to appeal they must follow the process stated for assessment appeal. An appeal must be made within 2 weeks of the participant receiving results

9.10 assessment appeal

An appeal process has been designed to ensure if students disagree with the result(s) they obtain they can put forward an appeal. It is the responsibility of **mbh training** staff to ensure each appeal is taken into consideration and handled professionally.

criteria

Where a participant may feel an appeal is warranted and you feel the result you have received from **mbh training** is unfair and you have been deemed not competent and you disagree.

appeal procedure

1. Contact **mbh training** and advise staff you would like to log an appeal. The following information will be required:
 - a. Your full name
 - b. Proof of identify
 - c. Course taken
 - d. Assessor(s) name
 - e. Area of concern, or mistake
 - f. Reasons for disagreement
2. **mbh training** staff will log the appeal in the mbh training UniPhi.
3. **mbh training** staff will email/post you an acknowledgment for your appeal within 24 hours with the outline of your disagreement.
4. Mbh assessor will contact you within 48 hours of logging the appeal. The assessor will take into consideration your request and reasons and will:
 - a. Ensure they discuss the area you have queried in a professional manner,

- b. The assessor will take into consideration your reasons and may require 48 hours to discuss the situation with another assessor at **mbh training** if they feel applicable to the situation
- c. If agreed there is an error, the assessor will update your file with the correct results and post/email out a confirmation of the results to you.

Consumer Protection Officer

Sarah Quinton

0402 237 156

s.quinton@mbhtraining.com.au

Consumers can also access the [Department of Fair Trading](#) website for further information

appendix I - testimonials

Commenting on the mbh project management courses and learning pathway:

"I can proudly say that I have obtained both my Cert IV and Diploma in Project Management through mbh.

What can I say about mbh! Mbh are professionals in every way. The courses they run are brilliant. The Trainers are very experienced and knowledgeable. I found the content for each course very practical, easy to follow and realistic.

Their manuals are excellent and great reference points. The service they provide once you have completed the course is unquestionable - just being able to pick up the telephone when you need clarification and speak to the Trainer, speaks for itself. I can honestly say I am 100% happy with mbh and would highly recommend them.

Luisa McKay
Project Manager
Government

Commenting on mbh's ongoing training relationship:

"12 months ago, we procured mbh to conduct level 4 project management training for all of our contract managers who manage the re-fit and repair of Australia's Naval fleet.

We were attracted to mbh because of their professional approach and the fact that their courses are endorsed by all the relevant professional bodies (AIPM, PMI). We also found mbh to be very flexible and willing to customise training to our specific needs. The result was a course that was able to give non-project managers the fundamentals in project management in a way that was easily applied back in the workplace.

Feedback from those who attended was extremely positive and we are keen to use mbh for further training this year."

Damien Bermingham

Office Manager

Ship Repair Contract Office - East Australia

appendix II - staff profiles

Mark Heath – managing director

Mark founded mbh in 1999. Mark has a passion for robust financial evaluation, project selection and project management. He has created a unique model for real asset investment management. His comments on the topic of real asset investment management have been published in several magazines and journals including the Australian Business and Investment Explorer, MIS Australia, CFO and Australian CPA.

Mark has also presented at a variety of management forums including the 7th and 8th Australian Performance Management Symposiums, the Australian Institute of Project Management's educational seminar in September 2002 as a key presenter at the 2003 Australian Institute of Project Managers conference in Alice Springs as well as CPA Australia's focus on excellence and country congress in 2004 and at the CPA's centre of excellence programme where he was invited as a master class speaker on three topics, business case writing, project management and change management.

Mark's role is to manage the mbh business, to mentor and coach project teams and to act as project director across the suite of mbh projects that are being managed on behalf of mbh clients.

Mark is also managing director of UniPhi Australia, mbh sister company providing project management software solutions globally for clients across a range of industries to assist them managing their investment management portfolios. mbh has worked closely to develop UniPhi since 2000 and continues to assist by providing training services and client support.

UniPhi is ABA100 product innovation winner in 2013, 2014, 2015 and 2017 building mobile and web based applications for working in a project environment covering the end to end life cycle of projects and engaging with all people working within that environment.

Sarah Quinton –mbh training director

Sarah has been with mbh since 2000 and drives mbh course design. Sarah comes from the UK and spent several years in the British Forces and the manufacturing sector within Australia. She has an Adult Education degree majoring in human resource development. Sarah has run several large projects ranging from construction, to in-house IT and business process re-engineering to social projects across the Shoalhaven and Illawarra region of NSW. Sarah has worked across all tiers of Government and across a multitude of industries including but not limited to construction, finance, agriculture, transport and logistics, education, health and community services. Sarah is passionate to assist the individual improve their project management practices and assist organisations increase project management maturity. Sarah has been involved mentoring and coaching the Nurses Board of South Australia to assist them implement massive policy changes from both a federal and a state perspective. Sarah has presented at forums including CPA Australia's focus on excellence and country congress in 2004 and the Australian Institute of Project Managers conference in 2012. mbh has worked closely to develop UniPhi, a Project and Portfolio management software solution for companies to collaborate track and report on projects. Sarah continues to assist mbh sister company by providing training services and ongoing client support.