



diploma in project management

The **mbh** way goes beyond
the traditional view of
advice-only consulting to
work hand in hand with our
clients to help deliver
sustainable competitive
advantage

www.mbh.com.au

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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 450 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 mbh@mbh.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

Become a managing by project guru in one week. This diploma course develops candidates to the project management business services package BSB51407.

Our approach goes beyond the functional areas of project management and on a journey through the project management lifecycle. Drawing on the three spheres of managing by project – change management, investment management and project management – this qualification aims to develop the broad range of skills and expertise required of a modern day project manager.

To be awarded a diploma in project management participants are required to complete the following three courses and successfully complete a work-based assessment for each course within a twelve month period.

MBHT01 managing by project: expert

This level 5 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.

The course 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 management and communications management.

MBHT15 managing by project: financial manager

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.

Course rapidly develops the financial skills of the attendee. Starting with double entry bookkeeping and through into P&L statements, balance sheets and fundamental budgeting principles. Like all mbh courses, it is experiential based with case studies utilising ASX 100 companies.

MBHT16 microsoft project 2007™: intermediate

The planning tool for managing and tracking successful projects, MS Project™ enables effective project scheduling and monitoring whilst providing essential project management information including resource management, progress tracking and reporting.

Hands on CBT course that takes an in depth look at levelling a single project, analysing float, viewing reports, customising views and filters as well as an overview of Advanced included establishing a multiple project program.

code	course title	duration	pre-requisites	cost (GST free)
MBHT01	managing by project: expert	3 days	MBHT02 (or equivalent RPL)	\$ 2400
MBHT15	managing by project: financial manager	1 day	MBHT01	\$ 700
MBHT16	microsoft project™: intermediate	1 day	MBHT06	\$ 485
				\$ 3,585

3. methods of tuition

3.1 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.

3.2 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.

3.3 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.

3.4 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.

4. course dates and fees

4.1 dates

The schedule of courses 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**.

4.2 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.

5. venues

Course venues may vary. In-house courses can be held at any centre convenient to the client. Otherwise, our primary course venues are the **mbh training sydney** office at suite 7 park plaza, 25-35a park rd, hurstville and **mbh training adelaide** office at level 10, 68 grenfell st adelaide . In peak periods other venues may be utilised within the sydney CBD, if this is the case course participants will be notified specifically.

6. contact details

co-ordinator: Katja Abramova or Cleonie Sifis

contact details: **mbh management pty ltd**

sydney

suite 7 park plaza
25-35a park rd
hurstville NSW 2220

ph: +61 2 9570 3160
fx: +61 2 9580 4066

adelaide

level 10, 68 grenfell st
adelaide SA 5000

e-mail: ph: +61 8 8227 0011
mbh@mbh.com.au

website: www.mbhtraining.com.au/

7. enrolment

7.1 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.

7.2 confirmation of enrolment

A confirmation of enrolment will be forwarded to you via email or post. 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.

7.3 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.

7.4 payment

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 \$1,000 (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.

8. terms and conditions

8.1 conditions

1. Unforeseen circumstances may necessitate the appointment of a different lecturer/speaker to those indicated in associated documentation.
2. **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.
3. On some courses, the number of seats is limited and acceptance will be based on a first-come, first-served basis.
4. **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.

8.2 code of practice

mbh training upholds the AQTF 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>

8.3 mutual recognition of RTO qualifications

mbh training will recognise other qualifications that have been issued by other RTOs throughout Australia, evidence must be provided and **mbh training** reserve the right to contact the RTO to gain authenticity.

8.4 recognition of prior learning

Recognition of Prior Learning can be achieved if a student can provide the 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.

8.5 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.

8.6 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.

8.7 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

8.8 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

- 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

8.9 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.

There are two areas where a participant may feel an appeal is warranted:

Criterion 1: Where you believe a mistake has allegedly been made by **mbh training** in calculating your total marks for your assessment.

Criterion 2: Where you feel the mark you have received is unfair and/or 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 name
 - b. Course taken
 - c. Assessor(s) name
 - d. Area of concern, or mistake
 - e. Reasons for disagreement
2. **mbh training** staff will log the appeal in the training database against your name and inform the assessor of the situation.
3. **mbh training** staff will email/post you an acknowledgment for your appeal within 24 hours with the outline of your disagreement.
4. The staff member who logged the appeal will forward the details to the assessor.
5. The assessor will contact you within 48 hours of logging the appeal.

The assessor will take into consideration your request and reasons and will:

Criterion 1: Error in calculation

- a. Ensure they discuss the area you have queried in a professional manner, if the mistake is agreed upon the assessor will update your file with the correct results and post/email out a confirmation of the results to you.
- b. The assessor will forward this action and the discussion to the staff member that logged the call and your records will be updated to reflect your results.

Criterion 2: Disagree with 'not competent' results

- a. Ensure they discuss your assessment and the disagreement you may have.
- 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. They will then ask you to resubmit the assessment or inform you the results still stand.
- d. If the assessment is to be resubmitted it must be done within 14 days of the decision.
- e. The assessment will be marked and you will be provided with further feedback and returned to you within 14 days of receipt.

NOTE: Where a participant is deemed not competent, the assessor(s) will provide support and guidance to assist the participant to become competent, this will be carried out by mentoring or coaching the participant to assist in achieving the desired outcome.

Still disagree with results, what happens?

- f. If you feel that you still have not had your assessment marked fairly you can ask **mbh training** to send your assessment to an external qualified assessor.

- g. **mbh training** will forward the assessment to the assessor and ask for results within 14 days
- h. The results from the external assessor will be final in the eyes of **mbh training**.
- i. If still Not Competent, then **mbh training** will ensure you receive support and guidance to achieve your desired outcome.

NOTE: For quality control where **mbh training** feel appropriate they can have your assessment marked by an external qualified assessor at anytime.

For appeals contact Mark Heath or Sarah Quinton on:

Phone: 02 9570 3160

Fax: 02 9580 4066

Email: <mailto:mbh@mbh.com.au>

9. detailed course description

9.1 MBHT01 managing by project: expert

course aim

This advanced 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.

The course trains participants to the Business Services Training Package aligned to the diploma in project management (BSB51407). 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 management and communications management.

This course aligns to the following competency standards within the diploma in project management qualification;

BSBPMG501A manage application of project integrative processes
BSBPMG502A manage project scope
BSBPMG503A manage project time
BSBPMG504A manage project costs
BSBPMG505A manage project quality
BSBPMG506A manage project human resources
BSBPMG507A manage project communications
BSBPMG508A manage project risk
BSBPMG509A manage project procurement

timetable

day 1

session 1 managing by project
session 2 methodologies, roles and responsibilities and project governance
session 3 concept phase
session 4 communications and stakeholder analysis

day 2

session 5 leadership
session 6 development phase

day 3

session 7 implementation phase
session 8 close out phase

learning outcomes

session 1 managing by project

1. explain the four principles of project management
2. describe the relationships between the four principles
3. identify the four management areas of managing by project
4. describe the interrelationships between the four management areas

session 2 methodologies, roles and responsibilities, project governance

1. list the following methodologies:
 - managing by project
 - PMBoK
 - Prince2
 - theory of Constraints
2. explain typical project lifecycle
3. explain Stage gate financing
4. explain the funnels and filters of managing by project
5. describe the responsibilities for all project roles
6. describe the accountabilities for all project roles
7. illustrate the typical project governance model

session 3 concept phase

1. explain the concept statement
2. define a KPI and write a smart objective
3. outline the qualities of a project that justify the expenditure on it
4. describe the qualitative analysis for projects
5. list the contents of a business case
6. define options and project approach
7. estimate project costs
8. describe why you value benefits on projects

session 4 communication and stakeholder analysis

1. define neuro linguistic programming (NLP)
2. describe organisational power
3. explain ways to influence
4. identify key stakeholders of your project
5. analyse stakeholders
6. describe the commitment curve
7. develop stakeholder action plans

session 5 leadership

1. identify a variety of leadership styles
2. describe the qualities that make up leadership in project management
3. develop high performing teams
4. resolve culture clashes
5. manage conflict
6. promote innovation

session 6 development phase

1. explain how to scope a projects
2. identify and manage risks as well as critical success factors
3. define Quality
4. build a work breakdown structure
5. create a network diagram
6. calculate the critical path
7. build project budgets
8. describe base-lining and earned value

session 7 implementation phase

1. explain the various tender evaluation methods
2. explain contract administration
3. monitor quality for benefits realisation
4. balancing time, cost and quality through benefits management
5. calculate earned value and track progress
6. update risk management plans

7. control scope of the project

session 8 close out phase

1. justify the importance of deliverable sign off
2. describe what to review at the end of each major deliverable
3. explain the difference between a deliverable review and a project review
4. explain the difference between a project review and a benefits review

course code:	MBHT01
tuition method:	experiential
duration:	3 days
cost:	\$2400 GST free

9.2 MBHT15 managing by project: 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 also aligns to the following competency standards within the diploma in project management qualification; (BSB51407)

BSBPMG501A manage application of project integrative processes
BSBPMG504A manage project costs

timetable

session 1 – accounting fundamentals
session 2 – the P&L
session 3 – cost estimating and tracking

learning outcomes

session 1 accounting fundamentals

1. compile double entry accounts
2. explain the components of a balance sheet
3. describe a typical chart of accounts

session 2 the P&L

1. analyse project impacts on profit
2. identify margins

session 3 cost estimating and tracking

1. identify various cost estimating techniques
2. explain the accrual process
3. analyse actual costs

course code:	MBHT15
tuition method:	experiential
duration:	8 hours
cost:	\$700 per person GST free

9.3 MBHT16 microsoft project: intermediate

course aim

The planning tool for successfully managing projects, ms project™ enables effective project scheduling and tracking whilst providing essential project management information to project teams.

This one-day course offers hand-on computer based training in the practical application of ms project™. The course is scenario-based with participants working in the live environment to develop the skills and expertise to effectively develop and maintain a project plan, including tracking tasks and the project critical path.

Aligns to the following competency standards as part of the diploma in project management training qualification (BSB51407):

BSBPMG502A manage project scope
BSBPMG503A manage project time
BSBPMG504A manage project costs
BSBPMG506A manage project human resources

timetable

session 1 refresh WBS and network diagrams
session 2 assigning costs and managing resources
session 3 resource concepts
session 4 tables and filters
session 5 establishing a multi project/program overview

learning outcomes

session 1 refresh WBS and critical path

1. work breakdown structures (WBS) and network diagrams
2. identify the critical path
3. project plan refresh

session 2 assigning costs and managing resources

1. assign rates to resources
2. identify over allocated resources
3. level resources on a single project plan automatically
4. level resources on a single project plan manually
5. utilise resource usage views to track resource allocation

session 3 resource concepts

1. explain effort driven resourcing
2. assign effort and resource to your project once
3. explain the driver resource
4. identify the impact of changing tasks once project plan set up
5. identify the impacts of adding and reducing resources once project plan set up
6. demonstrate how to reschedule tasks

session 4 reports, tables and filters

1. track float and project progress on your project plans
2. utilise the zoom function to manipulate Gantt chart view
3. utilise existing reports from ms project
4. customise reports for your own use
5. record a basic macro to run reports
6. integrate ms project with excel

session 5 establishing a multiple project program overview

1. explain how to set up a resource pool to be used on multiple projects
2. demonstrate how to link a project to a resource pool
3. assign resources from a resource pool to multiple projects

course code:	MBHT16
tuition method:	CBT
duration:	1 day
cost:	\$485 GST free

appendix I - testimonials

Commenting on the mbh certificate IV in project management:

"Good introduction with comprehensive information for those seeking to learn how to manage projects properly. Could also work well as a refresher course.

The materials provided are simple to understand and ready for use. Presenters always ensuring participants understood the content throughout the workshop.

I liked the use of hands-on exercises that challenge the minds."

Jay Ng
Shoalhaven City Council

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

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

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. Mark will present again this year at the CPA's centre of excellence programme and has been invited as a master class speaker on three topics, business case writing, project management and change management.

Mark's main 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.

mbh currently is assisting clients implement investment management portfolios totalling \$1bn. This is spread across 35 projects and 10 clients. The largest being \$100m and is in feasibility phase. Mark's role as Managing Director is to be across the status of all of these projects, liaise with senior management on the client site and to ensure that issues are escalated and resolved as quickly as possible.

Sarah Quinton – general manager, mbh training

Sarah has been with mbh since 2000 and drives mbh course design. 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 assisting the Shoalhaven region of NSW in various local children sport development schemes. For the past 6 months, Sarah has been mentoring and coaching the Nurses Board of South Australia to assist them implement massive policy changes from both a federal and a state perspective.

Jack Peck, project management, trainer

Jack is a semi-retired project management guru. Jack has been working in the field of project management since 1968 and brings a wealth of experience and knowledge as well as a passion to transfer that knowledge to the young and green. Jack has been delivering mbh's diploma and cert IV training in Sydney for the past 12 months with very strong positive feedback from participants.