arc
the australian retail college

Manage Projects

Developing Retail Leaders

Facilitators Guide

SAMPLE

Version 1.0

Training Provider: The Australian Retail College

Head Office: Level 4, 243 Edward St
Brisbane QLD 4000
T 07 3236 3322
Freecall 1800 644 322
F 07 3236 4022

NSW Office: Suite 2.04, Aero 247
247 Coward St
Mascot NSW 2020
T 02 8338 1102
F 02 8338 1531

Email: retailtraining@fir.edu.au

Victorian Office: Suite 418,
St Kilda Towers
1 Queens Road
Melbourne VIC 3004
T 03 9863 7401

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Web: www.fir.edu.au

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About this guide

Welcome to the *Facilitators Guide* for unit Manage Projects.

Icons used

The following icons are used throughout this guide to indicate:

	Learning Objectives	List of learning objectives for this chapter
	Activity	A formative activity designed to reinforce the key skills, behaviour and attitudes in the preceding content
	Definition / Did you know?	A definition or key idea formatted to alert readers attention
	Discussion	A topic for discussion designed to either connect new ideas with old to help assist long term retention or to reinforce ideas through engaging in collaboration
	Important note	This is an important piece of information
	Online resource	One or more links to useful resources online
	Case study	Illustrative or investigative activities to reinforce concepts introduced
	Printed resource	Details of a hard copy resource that is recommended for further information.
	Key points	A summary of the key points of the chapter

Introduction

The unit "Manage Projects" focuses on the application of project management skills and the requirements to meet time lines, quality standards, budgetary limits and other requirements set for the project.

Purpose

The purpose of this training is to provide managers undertaking the Diploma course the skills and knowledge to:

1. Define the project
2. Develop a project plan
3. Administer and monitor the project
4. Finalise the project
5. Review the project

Relationship with other units

This unit does not have any direct relationship with other units, however project management underlies numerous activities, including facilitating continuous improvement.

About this guide

The information contained in this facilitators guide is designed to be used as a framework for the trainer to ensure consistency of delivery across all learners but is built to cater for differences in the groups of learners and the delivery style of the trainer.

Delivery tips

The following are some general delivery tips to consider when training this unit.

1. ***Engage the learners as soon as possible***

   Ask them a question related to this topic that you know will get a response. For example if you were delivering training on customer service the question "who has experienced some really poor (or really good customer service)?" would get them talking about their ideas and experiences, engage them and give you a good lead into the sessions topic. The sooner you switch them on, the longer it will take to switch them off.

2. ***Be the 'guide on the side', not the 'sage on the stage'***

   Facilitate their learning by guiding them through experiences that allow them to learn. Don't stand out the front and deliver a diatribe where they have no involvement. Allow them to interact, to discuss their thoughts, ideas and experiences with others. Remember you are not the only person in the class they can learn from.

3. ***If you are talking for more than 10 minutes at one time, you are probably talking too much***

   The learners need to be interacting. Break your periods of talking with discussion and activities that give the learner a new focus (and a break from your voice).

4. ***PowerPoint's are to guide, not to read***

   The PowerPoint slides are to provide points of discussion (and to remind the facilitator what to talk about). Don't simply read what is on the slide. Expand the points in your own words to give the learners more information.

Session Plans

The following pages contain session plans for the delivery of the unit Manage Projects.

This facilitator's guide contains the session plans for:

- Full day group workshop
- ½ day group workshop
- Elluminate session

The session plans, and associated activities, have been developed to allow for flexibility of delivery.

A selection of activities is available to be used to allow for numbers of learners and the types of learners.

The final determination of the session plan and the included activities is subject to the trainer's discretion.

Full day group workshop - Manage Projects

Preparation	No formal preparation is required
Materials & Resources	Skills text – Manage Projects Skills assess – Manage Projects PowerPoint slides – Manage Projects
Time	6 hours 1. Introduction 10 minutes 2. Introduction to Project Management 80 minutes 3. Defining the project 80 minutes 4. Planning the project 80 minutes 5. Executing the project 55 minutes 6. Closing the project 45 minutes 7. Questions 10 minutes
How do I do it? 10 minutes	**Introduce the session.** One way to do this is using the "I-We-You" method. For example: "*Today **I** am going to take you through the unit "Manage Projects". **We** are going to discuss what project management is and then look at a model for managing projects, looking at each phase in detail. At the end of the training **You** will have the skills and knowledge to be able to define, plan, execute and close a project".* Show slide 2 and give them a brief overview of the five key areas that will be discussed.

Full day group workshop - Manage Projects

	1. Introduction to Project Management
Slides 3-5 13 minutes	<u>What is Project Management</u> Discuss how project management is a unique set of tasks to organise an outcome that isn't part of the regular operational tasks. Ask if anyone has managed or been part of a project in their workplace. Show slide 4 and discuss the definition. Show slide 5 and discuss how Project management comprises: A set of **skills** - Specialist knowledge, skills and experience are required to reduce the level of risk within a project and thereby enhance its likelihood of success. A suite of **tools** -Various types of tools are used by project managers to improve their chances of success. A series of **processes** - Various management techniques and processes are required to monitor and control time, cost, quality and scope on projects.
Slides 6-7 10 minutes	<u>Project characteristics</u> Discuss the characteristics of a project. Expand on each one, in particular how the organisational structure of a project is different to normal business. Discuss the other characteristics listed on slide 7.
Slide 8 15 minutes 	<u>Activity 1-1</u> Have the trainees identify which activities are projects. Answers should be: • Recruiting staff for a specific Christmas period • Implementing a new HR system • Opening a new store • Trialling a new product

Full day group workshop - Manage Projects

Slide 9	Project components
10 minutes	Discuss how the human resources are a key component to a project. Expand on the role and skills of the project manager.
Slide 10	Who should lead the project
10 minutes	Have trainees read the case study on page 15. Discuss who should lead the project. There is no correct answer. Recommended answers should centre around the answers found in appendix B of the skills text and at the back of this guide.
Slide 11	Project management methods
10 minutes	Discuss how there are a number of project management methods. Briefly discuss each method.
Slide 12	Project management framework
5 minutes	Discuss how this traditional approach is going to be the framework that will be used in the skills text.
Slide 13	Project management triangle
5 minutes	Discuss how there are three constraints – cost, time and scope – and changing one will affect the others. Ask for ideas on what could happen if: • the cost was to be lessened • time was reduced • scope was increased Explain how they all impact on the fourth constraint – Quality
Slide 14 -2 minutes	Key points Go over the key points discussed in chapter 1

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	2. Defining the project
Slides 15 -16 3 minutes	Outline the five stages in the define phase of the project. Explain that these will be looked at in more detail.
Slides 17 – 18 10 minutes	<u>Setting objectives</u> Explain how objectives should be SMART. Discuss about how objective outcomes should not be open to misinterpretation.
Slides 19 – 25 30 minutes	<u>Defining the scope</u> Discuss the four aspects of defining the scope. Discuss how information to be gathered relates to: • time • cost • quality • quantity Discuss how scope and objectives should be aligned. Ask who the key stakeholders might be. Introduce the DRUGS test for identifying key stakeholders: • **D**ecider • **R**ecommender • **U**ser • **G**atekeeper • **S**takeholder
	<u>Activity 2-1</u> Have the learners undertake an activity to apply the DRUGS test to identify the key stakeholders related to a project to refurbish their store Explain how other related projects should be identified.

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Slides 26 – 29

20 minutes

Project team

Explain the requirements of an effective project member.

Discuss how team dynamics are as important as the individual.

Discuss the three team dynamic groups and the nine key roles.

Show slide 28 and discuss the nine key roles.

Action oriented	People oriented	Thought oriented
Shaper	Coordinator	Plant
Implementer	Team worker	Monitor-evaluator
Completer Finisher	Resource investigator	Specialist

Slide 30

10 minutes

Scoping yourself

Discuss how knowing your strengths and weaknesses as a project manager also need to be examined to ensure you can get the necessary support to complete the job.

Slide 31

3 minutes

Terms of reference

Discuss how all of the steps of the define phase can be put together into the terms of reference document.

Slide 32

2 minutes

Phase review

Discuss how the phase review stage is a checkpoint to ensure that everything in the scoping of the project has been considered.

It is also an opportunity to examine the basis of the project and determine if the project will continue.

Slide 33 -2 minutes

Key points

Go over the key points discussed in chapter 2

3. Planning the project

Slides 34 - 35

Outline the six stages in the planning phase of the project.

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3 minutes	Explain that these will be looked at in more detail.
Slides 36 - 39 10 minutes	<u>Tasks</u> Discuss how regardless of its size, the project is a collection of different tasks that all need to be completed to keep the project flowing. Show slide 36 and explain the four step approach to tasks. Explain how once tasks are identified they can then be sequenced into a work breakdown structure – show slide 37. Explain how time then needs to be allocated to the tasks. Discuss things that should be allowed for when estimating time. Discuss the allocation of tasks.
Slides 40-41 5 minutes	<u>Resources</u> Discuss how resources for the project need to be planned. Explain how they can be human, physical or technical resources. Asks for some examples of what people think these might be. Explain the 5 M method of analysis for resources – show slide 41.
Slide 42 10 minutes 	<u>Activity 3-1</u> Have the learners consider that they are project managing the annual stock take for a store. 1. Define the tasks to be completed as part of the project • Place the tasks into the appropriate sequence • Allocate an appropriate time to each task 2. Define the resources that are required using the 5 M's analysis
Slides 43 -44 5 minutes	<u>Scheduling</u> Discuss the steps in scheduling tasks – show slide 43. Explain how scheduling adjustments may be required.
Slides 45-46 5 minutes	<u>Budgets</u> Discuss how budgets for the project need to be defined.

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	Explain cost controlling which revolves around the spending of allocated funds to bring the project to completion.
Slides 47 – 54 37 minutes	<u>Plans</u> Discuss the three plans (risk, communication and quality) that need to be developed in the project. Discuss the common risk areas – show slide 48 – and give an example of each one. Discuss risk identification tools and SWOT analysis. Ask if anyone knows what SWOT stands for. Show slide 49. Discuss risk management tools and how analysis of risk is based on likelihood and impact of risk – show risk matrix on slide 50.
	Activity 3-1 Have learners identify some risks they may face when managing a project and, using the risk matrix, rate the risks.
	Discuss communication plan and the three parts to it: • Identify the stakeholders who require information • Determine what information the stakeholders require • Prepare a schedule for the distribution of the information Discuss the factors of communication within the team – show slide 52 Discuss how to ensure that your project meets its quality requirements, quality must be planned and managed. Explain quality requirements and cost benefit of quality
Slide 55 2 minutes	<u>Phase review</u> Discuss how the phase review stage to double check that all planning is in place. It is also an opportunity to review the project and determine if the project should (or could) continue in its current format.

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Slide 56 -2 minutes	<u>Key points</u> Go over the key points discussed in chapter 3
	4. Executing the project
Slides 57 - 58 3 minutes	Outline the four stages in the execution phase of the project. Explain that these will be looked at in more detail.
Slide 59 2 minutes	<u>Implementing the project</u> Briefly discuss the plans required in implementing the project.
Slide 60 10 minutes	<u>Project team communication</u> Discuss the positive and negative aspects of project team communication that people have been in before.
Slides 61 - 66 35 minutes	<u>Monitoring the project</u> Discuss reasons why project monitoring is important. Discuss the individual aspects that need to be maintained / monitored to maintain direction – show slide 62. Explain the possible change management tools. Discuss ways of getting back on schedule – show slide 63. Discuss the requirements and options when monitoring the budget. Have the learners monitor the project budget and determine how they are going. See page 66 of skills text. Recommended answers can be seen in appendix B of the skills text and at the back of this guide.
Slide 67 2 minutes	<u>Phase review</u> Discuss how after the execution phase of the project it is critical to undertake a review to: • Identify what worked and what didn't

Material Continues

—End of Sample—