

# Manage Projects

Developing Retail Leaders




the australian retail college

*Skilling the Retail Workforce*

## About today

- 1 Introduction to project management
- 2 Defining the project
- 3 Planning the project
- 4 Executing the project
- 5 Closing the project




## 1 Introduction to project management



## Project management

A project is a temporary endeavour, having a defined beginning and end, undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value.



## Project management


comprises:

- A set of skills
- A suite of tools
- A series of processes



## Project characteristics

- Defined start and end date
- Planned and capped budget
- Distinct organisational structure
- Level of complexity that requires management



## Project characteristics

- Are unique
- Have limited resources
- Involve an element of risk
- Achieve beneficial change



## Activity 1-1

Identify which of the following activities is a project by considering the characteristics of a project.



## Project components

- Project sponsor
- Project manager
- Project team



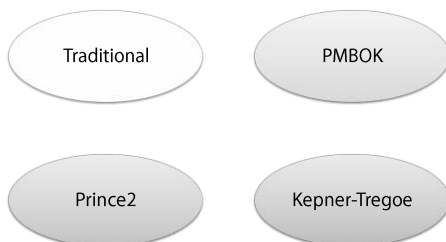
## Who should lead the project?

Who should project manage the Cairns POS Upgrade project?

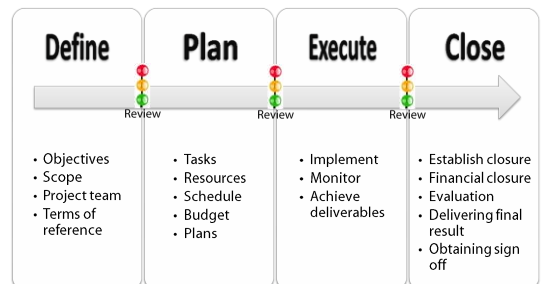
- Gina Montrose
- Harold Brown



## Project management methods



## Project management framework



## Project management triangle



## Key Points

An essential skill in today's business environment

The project manager is responsible for the overall integration of the project

Four key areas overlay the phases of the lifecycle and form the project management framework.

Changes to any of these areas affect one or more of time, scope, cost and quality



## Defining the project



## Defining the project



## Setting objectives

- S** • **Specific**  
Should specify what needs to be achieved
- M** • **Measurable**  
Should be able to measure achievement
- A** • **Achievable**  
Should be able to be achieved
- R** • **Realistic**  
Should be realistic with given resources and timeframe
- T** • **Time bound**  
Should identify when the target must be achieved



## Objectives outcome

Consider the objective: "the sales team are required to bring in \$500,000 of revenue".

What if it costs the sales team \$400,000 in the process?



## Define the scope

Project information

Alignment of the scope and objectives

Identifying key stakeholders

Identifying any related projects



## Gathering the information



Time



Cost



Quality



Quantity



## Scope and objectives

Needs to be aligned

Able to identify:

Objectives that are not within the project scope

Scope that doesn't have any objective identified



## Key stakeholders

Who are they?

Apply the DRUGS test



## Key stakeholders

**D** • Decider

**R** • Recommender

**U** • User

**G** • Gatekeeper

**S** • Stakeholder



## Activity 2-1

Consider you are managing a project to refurbish your store. Apply the DRUGS test to identify the key stakeholders related to this project.



## Related projects

### Any other like projects

- Same scope?
- Intersecting scope?



## Project team

- Experience working productively with you
- Willingness to be part of the team
- Ability to commit the time and effort required
- Possess skills that will contribute to the project



## Team dynamics

- How will the team work together?
- Nine key roles in teams



## Team dynamics

- How will the team work together?
- Nine key roles in teams
- Nine key roles can be categorised into three groups



Action oriented



People oriented



Thought oriented



## Team dynamics



## Scoping yourself

- What skills and knowledge do you have?
- Have you managed a project before?
- What did you learn last time?
- What are your strengths and weaknesses?
- Where can you get help from to manage your weaknesses?
- Is this a secondment or are you doing this in addition to your regular job?



## Terms of reference

1. Objectives and outcomes
2. Project sponsor
3. Key stakeholders
4. Scope
  - What is in
  - What is out
5. Costs
6. Time scales
7. Project team



## Phase review



## Key Points

Identifying objectives, that are SMART and contain an objective outcome that is not open to misinterpretation

Defining the scope of the project:

Identification of:

Key stakeholders

Other related projects

Selection of a project team that provide the necessary skills and attributes for the project and contain the nine team roles



## Planning the project



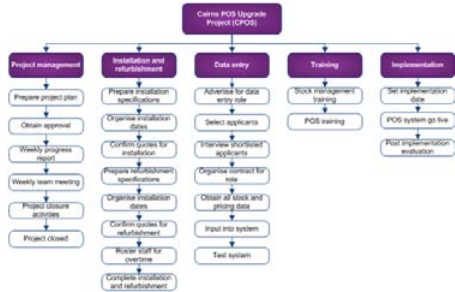
## Project planning



## Tasks



## Task sequencing



## Time allocation

### When estimating time for tasks allow for:

- Meetings
- Production of documentation related to the task
- Other administrative tasks
- Planned leave by project members
- Delays when liaising with 3<sup>rd</sup> parties
- Unexpected events



## Task allocation

### Does the project member have:

- Appropriate skills, knowledge and experience to undertake the task
- Time to undertake the task



## Resources

- Human resources
- Physical resources
- Technical resources



## Resources

### 5 M's

- Machinery
- Manpower
- Materials
- Methods
- Money



## Activity 3-1

Consider that you are project managing the annual stock take for a store.

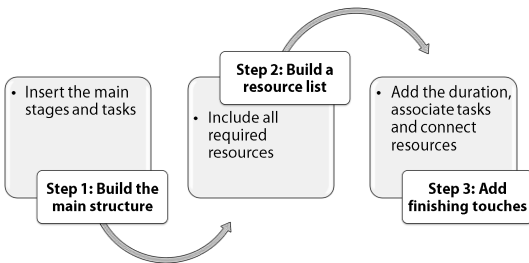
### 1. Define the tasks to be completed as part of the project

- 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



## Scheduling



## Scheduling adjustments

- Resource availability
- Time lag
- Inaccurate information
- Scope creep
- Unforeseen circumstances



## Budgets

- How much money is available for the project?
- How much the project will cost to deliver?
- Your level of authorisation
- Any limits to funding?
- When the funds will be available for the project?



## Cost controlling

- Wages
- Contingency costs
- Contract costs
- Materials
- Other labour costs
- Overhead costs



## Plans

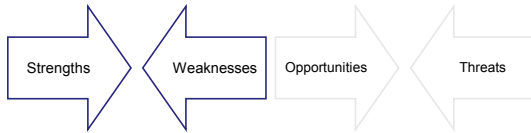
1. Risk management plan
2. Communication plan
3. Quality plan



## Common risk areas



## Risk identification



## Risk management

Impact	Likelihood				
	Rare	Unlikely	Possible	Likely	Almost certain
Catastrophic	moderate	moderate	high	critical	critical
Major	low	moderate	moderate	high	critical
Moderate	low	moderate	moderate	moderate	high
Minor	very low	low	moderate	moderate	moderate
Insignificant	very low	very low	low	low	moderate



## Activity 3-2

List the risks that you might face when managing a project to employ extra staff for the Christmas period.

For each risk rate if the risk is:

- Very low
- Low
- Moderate
- High
- Critical



## Communication plan

Encouragement  
Correspondence  
Feedback  
Motivation  
Regular meetings  
Coaching & mentoring  
Training



## Quality plan

Quality requirements  
Cost benefit



## Prepare for closure

Establishing project closure  
Closing the financial aspects of the project  
Debriefing stakeholders  
Delivering the final result  
Conducting a team review  
Obtaining signoff  
Preparing and distributing the finalisation report



## Phase review



## Key Points

### Planning involves:

- Developing the work breakdown structure
- Allocating and assigning tasks
- Identifying resources
- Developing a schedule of tasks
- Planning budgetary considerations
- Developing risk, communication & quality plans



## 4 Executing the project



## Project execution



## Implementing the project

- Applying the plan and working with the project team
- Monitoring the implementation
- Resolving problems as they occur



## Project team communication

- Consider projects that you have been involved with in the past.
- What was the communication and progress updates like?
- What were the positive aspects?
- What things could have been improved?



Material Continues

—End of Sample—