

# **Unit 17: Project Development and Implementation for Strategic Managers**

**Unit code:** H/602/2425  
**Level 7:** BTEC Professional  
**Credit Value:** 20  
**Guided learning hours:** 30

## ***Unit Aim***

This unit provides learners with an opportunity to develop their project management and research skills by developing a project where they plan and implement a new product, service, or process.

## ***Unit Introduction***

As the rate of change escalates, it is important for organisations to not just hold their place in the market but to plan to move ahead. This unit recognises the importance to managers of having project management skills and the relevant expertise to enable this to happen.

The purpose of this unit is to give learners an opportunity to integrate all the knowledge from their programme of learning by developing a project in which they plan and implement a new product, service, or process.

This unit could follow on from Unit 16: Research Methods for Strategic Managers, where a research question is formulated and researched. The fact that there are two units on research and project development and implementation in this specification recognises the scale of work required to develop and implement a sound project. Learners can take either unit without the other, but may find it necessary to start with Unit 16 if they have no experience of research methodology.

Learners need to take a full and active role in all aspects of the project, and the selection of an appropriate management issue is crucial to success. Learners will cover a full range of management activities and roles, including resource and people management and implementation of change. The result needs to be a substantial report in a style appropriate for consideration by senior management.

## LEARNING OUTCOMES AND ASSESSMENT CRITERIA

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit. On completion of this unit a learner should:

Learning Outcomes	Assessment Criteria	PAGE #	ACHIEVED	
			YES	NO
<b>STAGE 1: Conceptualizing And Initializing</b>				
<b>LO 1.</b> <i>Be able to develop a project specification</i>	AC 1.1 Analyse the factors that contribute to the process of project selection			
	AC 1.2 develop outline project specifications for the implementation of a new product, service or process			
	AC 1.3 produce a specification for an agreed project to implement a new product, service or process			
<b>STAGE 2: Project Planning</b>				
<b>LO 2.</b> <i>Be able to plan for the launch of a project to implement a new product, service or process</i>	AC 2.1 produce a project plan for an agreed project			
	AC 2.2 match appropriate resources to a project			
	AC 2.3 cost all resources required for implementing a project			
	AC 2.4 agree timescales for the management and implementation of a project			
	AC 2.5 plan an appropriate strategy for the implementation of a project			
<b>STAGE 3: Project Implementation</b>				
<b>LO 3. Be able to implement a project</b>	AC 3.1 implement a project in accordance with an agreed specification			
<b>STAGE 4: Project Performance And Control</b>				
	AC 3.2 develop appropriate measures to monitor and evaluate progress and outcomes			
	AC 3.3 monitor the implementation of a project			
<b>STAGE 5: Evaluation</b>				
	AC 4.1 analyse the outcomes of a project in terms of the original project specification			
	AC 4.2 evaluate the outcomes of a project			
	AC 4.3 make justified recommendations for improvements to the project			
5 Be able to present the outcomes of a project	AC 5.1 produce a report of all project procedures used			
	AC 5.2 present the outcomes of the project to an audience using an agreed format and appropriate media			

## ***Assessment***

To pass this unit, learners will need to provide:

- a completed management project report, which reflects on the learning from the whole process
  
- the presentation with accompanying visual aids.

For AC 1.1, 1.2 and 1.3, learners will need to analyse the factors that contribute to the process of project selection, develop outline project specifications and produce a specification for an agreed project to implement a new product, service or process. There needs to be a thorough analysis of the relevant factors together with suggested outline specifications, from which one is selected and agreed with the tutor with reasons for the final choice.

For AC 2.1, 2.2, 2.3, 2.4 and 2.5, learners need to produce a project plan for an agreed project, match appropriate resources to the project, cost all resources required for implementation, agree timescales for management and implementation of the project and plan an appropriate strategy for the implementation of the project. Detailed planning will be evident with appropriate resources selected and costed and evidence of a workable strategy.

For AC 3.1, 3.2 and 3.3, learners need to implement a project in accordance with an agreed specification, develop appropriate measures to monitor and evaluate progress and outcomes and monitor the implementation of the project. Implementation will match the planning and specification. Appropriate measures will be in place to monitor and evaluate progress and there will be evidence of detailed monitoring.

For AC 4.1, 4.2 and 4.3, learners need to analyse the outcomes of their project in terms of the original project specification and evaluate the outcomes of the project, making justified recommendations for improvements. There will be a professional and critical analysis and evaluation of the project outcomes in relation to the specification, together with justified recommendations.

For AC 5.1 and 5.2, learners need to produce a report of all project procedures used, and present the outcomes of the project to an audience using an agreed format and appropriate media. The written report will be in an appropriate format, with the presentation completed in a professional manner appropriate to the audience. It is possible to assess work orally, with learners explaining and describing things to the assessor in discussion or a presentation. If oral assessments are used, the work must be directly attributable to the individual learner and in this unit, needs to be backed up by a written report. The assessor must provide a signed statement that includes detail of the oral evidence presented and how it is aligned to the criteria.

# **COURSE OUTLINE**

## ***Learning Outcome 1. Be able to develop a project specification***

### ***Development:***

Defining the product, service or process; research; methods of evaluating feasibility of projects; initial critical analysis of the outline specification; selection of project option; initiating a project logbook/diary; estimating costs and resource implications; identifying goals and limitations; value of project; rationale for selection; agree roles and allocate responsibilities; developing a business case, case justification; primary and secondary sources, official sources; tacit knowledge; political dimensions, environmental scanning, market research, market segmentation.

### ***Specification:***

Developing a list of requirements relevant to project specifications eg costs, timescales, scale of operation, standards, legislation, ethics, sustainability, quality, fitness for purpose, business data, resource implications; project lifecycle; added value of product, service or process; market and customer expectations; profit margins and vulnerability; market analysis; benchmarking; stakeholder analysis; scoping process; informal contacts and networking; relationship to corporate strategy and planning; sustainability; market intelligence systems (MIS)

### ***Project Management:***

principles; role of the project manager eg management of change, understanding of project management system elements and their integration, management of multiple projects; project environment and the impact of external influences on projects; identification of the major project phases (initiate, plan, execute, monitor/control, evaluate/close) and why they are required, understanding of the work in each phase; the nature of work in the lifecycles of projects in various industries

### ***Success/failure Criteria:***

Need to meet operational, time and cost criteria, measure success eg develop the project scope; product breakdown structure (PBS); work breakdown structure (WBS); project execution strategy and the role of the project team; consideration of investment appraisal eg use of discount cash flow (DCF) and net present value (NPV); benefit analysis and viability of projects; determine success/failure criteria; preparation of project definition report, acceptance tests; requirements for termination eg audit trails, punch lists, close-out reports and post-project appraisals, comparison of project outcome with business objectives

### ***Project Management Systems:***

Procedures and processes; knowledge of project information support (IS) systems; how to integrate human and material resources for success

## ***Learning Outcome 2. Be able to plan for the launch of a project to implement a new product, service or process***

### ***Procedures:***

Planning and monitoring methods; operating methods; lines of communication; risk analysis; structure of groups and collaborative working; targets and aims

### ***Project plan:***

Production of a plan for the project including timescales, deliverables, milestones, quality assurance systems and quality plans; monitoring progress

### ***Resources:***

Economy, efficiency, and effectiveness; sources and evaluation of training and development; workforce planning; contingency factors

### ***Cost:***

Cost dimensions eg labour, training and development, materials, supplies, equipment hire, accommodation or space, delivery, accessing funds, overheads, administration, budgeting and cash flow, cost margins; cost-benefit analysis

### ***Planning:***

Identify and select product, service or process; scope and feasibility; agreeing the process; plan timeline; action plan; timetable and procedure; task dates; targets; milestones; review dates; monitoring/reviewing process; strategy

### ***Methodology:***

Research eg library, internet, sector data sources, pure and applied research, developmental, longitudinal, interviews, questionnaires, survey, case study; research and development; concepts and theories; terminology; validity and reliability

### ***Organisational Structure:***

Functional, project and matrix structures eg consideration of cultural and environmental influences; organisational evolution during the project lifecycle; job descriptions and key roles eg the project sponsor, champion, manager, integrators; other participants eg the project owner, user, supporters, stakeholders

### ***Control and coordination:***

The need for monitoring and control eg preparation of project plans, planning, scheduling and resourcing techniques; use of work breakdown structure to develop monitoring and control systems; monitoring performance and progress measurement against established targets and plans; project reporting; change control procedures

**Leadership requirements:**

Team roles, motivation and the need for team building; project leadership styles and attributes; delegation of work and responsibility; techniques for dealing with conflict; negotiation skills

**Human resources and requirements:**

Calculation, specification and optimisation of human resource requirements; job descriptions

**Learning Outcome 3. Be able to implement a project****Implementation:**

Market or pilot testing; leadership, delegation and motivation, teambuilding, roles; stages breakdown; developing specifications, Gantt chart, PERT/CPA modelling, quality control and analysis, Total Quality Management (TQM), quality chain, milestone charting, auditing; feedback systems, communication systems; time management, progress meetings, corrective measures, variance analysis, bottlenecks; contracting; pricing policy; differentiation; market positioning and strategy; packaging, promotion and advertising; distribution costs; branding

**Project management plans:**

the why, what, how, when, where and by whom of project management eg contract terms, document distribution schedules, procurement, establishing the baseline for the project

**Implement:**

Proper use of resources, working within agreed timescale, use of appropriate techniques for generating solutions, monitoring development against the agreed project plan, maintaining and adapting project plan where appropriate

**Record:**

Systematic recording of relevant outcomes of all aspects and stages of the project to agreed standards

**Project organisation:**

The product breakdown structure (PBS) and the work breakdown structure (WBS), project execution strategy and the organisation breakdown structure (OBS) eg preparation of organisational charts, task responsibility matrix, statement of work (SOW) for project tasks

**Scheduling techniques:**

Relationship between schedules, OBS and WBS, bar charts, milestone schedules, network techniques, resourcing techniques, computer-based scheduling and resourcing packages, project progress measurement and reporting techniques, staff-hours earned value and progress 'S' curves, critical path analysis and reporting, milestone trending

**Cost control:**

Cost breakdown structure eg types of project estimate, resources needed, estimating techniques, estimating accuracy, contingency and estimation, bid estimates, whole-life cost estimates, sources of information, cost information sensitivity, computer-based estimating

**Techniques:**

Allocation of budgets to packages of work, committed costs, actual costs, cash flow, contingency management

**Performance:**

Cost performance analysis eg budgeted cost for work scheduled (BCWS), budgeted cost for work performed (BCWP); concept of earned value, actual cost of work performed (ACWP), cost performance indicators.

**Change control:**

The need for formal control of changes eg impact of changes on the project, principles of change control and configuration management; changes to scope, specification, cost or schedule; change reviews and authorisation, the formation of project teams, project initiation and start-up procedures

**Learning Outcome 4. Be able to evaluate the outcomes of a project****Criteria:**

Purpose; targets and achievement; sequencing success or problems; critical analysis; feedback from stakeholders; significance of project; application of project results; implications; limitations of the project; improvements; recommendations for further consideration

**Evaluation:**

Planning; objectives; focus; benefits; successes; difficulties; recommendations; analysis of results and planned procedures; use of appropriate evaluation techniques; application of project evaluation and review techniques (PERT); opportunities for further studies and developments

**Interpretation:**

use of appropriate techniques to justify project progress and outcomes in terms of the original agreed project specification

## ***Learning Outcome 5. Be able to present the outcomes of a project***

### ***Presentation:***

Eg formal written format, by viva voce or oral presentation, diagrammatic or graphical figures  
Record of procedures and results: relevant documentation for all aspects and stages of the project

### ***Format:***

Professional delivery format appropriate to the audience; appropriate media

### ***Methodology:***

Presentation eg IT, audio, visual aids, time, pace; delivery critique of the methods used in the project; recommendations eg using the findings, recommendations for the future; areas for future research

## **PROGRAMME OF SUGGESTED ASSIGNMENTS**

The table below shows a programme of suggested assignments that cover the criteria in the assessment grid. This is for guidance only and it is recommended that centres either write their own assignments or adapt Pearson assignments to meet local needs and resources.

<b>Criteria covered</b>	<b>Assignment title</b>	<b>Scenario</b>	<b>Assessment method</b>
AC 1.1, 1.2, 1.3	Selecting a Project	Selection of the project	Written rationale
AC 2.1, 2.2, 2.3, 2.4, 2.5	Planning a Project	Planning the project	Written report
AC 3.1, 3.2, 3.3	Implementing a Project	Implementing the project	Written report
AC 4.1, 4.2, 4.3	Evaluating a Project	Evaluating the outcomes of the project	Written report
AC 5.1, 5.2	Presenting a Project Report	Presenting a report on the project	Report And presentation

### ***Indicative resource materials***

- Textbooks Coghlan, D and Brannick T – Doing Action Research in Your Own Organization, 3rd Edition (Sage Publications, 2009) ISBN 1848602162
- Harvard Business Review on Decision Making (Harvard Business School Press, 2001) ISBN 1578515572
- Hart C – Doing a Literature Review (Sage Publications, 1998) ISBN 0761959750 Kovacic B – New Approaches to Organizational Communication (State University of New York Press, 1994) ISBN 0791419185
- Little S E, Quintas P and Ray T (Eds) – Managing Knowledge (Sage Publications, 2001) ISBN 0761972137
- March J G – A Primer on Decision Making; How Decisions Happen (Simon and Schuster Ltd, 1994) ISBN 0029200350
- McKenzie J and van Winkelen C – Understanding the Knowledgeable Organization: Nurturing Knowledge Competence (Thomson Learning, 2003) ISBN 1861528957

### ***Journals/magazines***

- Academy of Management Journal (Academy of Management)
- British Journal of Management (John Wiley and Sons)
- California Management Review (University of California, Berkeley)
- Harvard Business Review (Harvard Business Publishing)
- Information Management (SourceMedia)
- Information Technology and People (Emerald)
- Inside Knowledge (Waterlow Legal and Regulatory Limited)
- International Journal of Information Management (Elsevier)
- Journal of Information Technology (Palgrave Macmillan)
- Journal of Management Studies (John Wiley and Sons)
- Management Today (Haymarket Business Media)
- MIT Sloan Management Review (Massachusetts Institute of Technology)
- Organization (Sage Publications) Organization Studies (Sage Publications)

### ***Websites***

[www.bbc.co.uk](http://www.bbc.co.uk) British Broadcasting Corporation

[www.bized.co.uk](http://www.bized.co.uk) Business case studies for educational purposes

[www.business.com](http://www.business.com) Business search engine

[www.cipd.co.uk](http://www.cipd.co.uk) Chartered Institute of Personnel and Development

[www.findarticles.com](http://www.findarticles.com) BNET – for articles in more than 500 publications