UNIT TITLE: MANAGE AND IMPLEMENT SMALL PROJECTS	NOMINAL HOURS: 100

UNIT NUMBER: D1.HGE.CL7.04   D1.HGA.CL6.11

UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to manage and implement small projects in a range of settings within the hotel industries.

ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE
Element 1. Plan project	**Unit Variables**
1.1 Develop the objectives and scope of the *project* in consultation with appropriate colleagues and customers	The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment
1.2 Determine and develop a *resource strategy* for the project	This unit applies to all industry sectors that manage and implement small projects within the labour divisions of the hotel and travel industries and may include:
1.3 Evaluate the *financial viability* of the project through analysis of *key factors*	1. Front Office
1.4 Plan and create an *administrative structure* for the project	2. Housekeeping
	3. Food and Beverage Service
1.5 Allocate project responsibilities in agreement with others, and clearly communicate responsibilities to all involved	4. Food Production
	Project may relate to:
1.6 Plan internal and external communications, and *public relations and marketing strategies* together with appropriate colleagues	• Conferences and meetings
	• Promotional or other events
	• Introduction of new technology or systems
	• Product development

1.7 Reach agreement on suitable project *evaluation methods*	• Research projects
	• Ongoing business projects.
1.8 Develop an overall *project management plan* and communicate plan to appropriate colleagues	Resource strategy may relate to:
	• Human resources strategy with reference to permanent/part-time employees, contractors
1.9 Identify *key project milestones* and communicate these to persons involved	• Material resources strategy, e.g. Supplier contracts, discounts, volume pricing
Element 2. Administer and monitor project	• Physical resources strategy, e.g. Purchase, lease, rental
2.1 Implement and monitor project in conjunction with project team members	• Framework for development, maintenance and utilisation of resources.
2.2 Provide support and assistance to team members, as required	*Financial viability* of the project may relate to:
2.3 Build trust and respect within the project team	• Availability of short and long-term funding
	• Cash flow issues
2.4 Assess and review progress against *project goals* and in consultation with project team members	• Market feasibility
	• Level of financial risk involved
	• Cost benefit analysis
2.5 Determine the need for additional project *resources* and take action accordingly	• Impact on other aspects of operation
	• Breakeven points/profitability.
2.6 Monitor budget in accordance with enterprise guidelines	*Key factors* may relate to:
	• Available resources
2.7 Provide regular *reports* on project progress to all appropriate colleagues/customers	• Capability of resources
	• Budget
2.8 Complete the project within agreed time lines	• Contractual obligations
	• Contractual penalties.
Element 3. Evaluate project	
3.1 Assess project at specified stages, using agreed evaluation methods	

3.2 Take account of agreed goals and priorities when carrying out a *project evaluation* **3.3** Involve project team members, appropriate colleagues and customers in the project evaluation **3.4** Incorporate evaluation results into ongoing project management **3.5** Share information from project evaluation with appropriate colleagues and incorporate information into future planning **3.6** Report on project	*Administrative structure* for the project may relate to: • Management • Secretariat • Consultants • Contractors and suppliers • Steering committee • Advisory and reference groups • Consultative groups. *Public relations and marketing strategies* may relate to: • Providing advice and information to clients, funding bodies and stakeholders • Developing and publishing reports • Developing and distributing brochures, fliers and other marketing materials • Communicating to public and stakeholders via mass media. *Evaluation methods* may include: • Surveys and questionnaires • Pilots and trials • Analysis of data. *Project management plan* may include: • Goals and outcomes • Selection or tendering process • Personnel • Budget

	- Stages - Timeframes - Key milestones - Internal and external communication processes and channels - Sponsors - Risk management and contingency plans - Quality assurance - Consultation strategies - Reporting requirements - Marketing. *Key project milestones* may relate to: - Stages - Outcomes - Reporting requirements. *Project goals* may relate to: - Deliverables - Budget - Quality - Customer satisfaction - Efficient use of resources. *Resources* may include: - Physical resources - Human resources*.*

	Reports may relate to:
	• Deliverables
	• Budget
	• Quality
	• Customer satisfaction
	• Efficient use of resources
	• Progress of project
	• Verbal
	• Formal written.
	Project evaluation may relate to:
	• Deliverables
	• Budget
	• Quality
	• Customer satisfaction
	• Efficient use of resources.
	Assessment Guide
	The following skills and knowledge must be assessed as part of this unit:
	• Project management processes, the project life cycle and the relationship between project stages
	• In-depth knowledge of nature of the project being managed, including internal and external issues to be considered
	• Planning and control procedures, resource management and risk management
	• Demonstrated ability to apply leadership and management skills within a project environment.

	Linkages To Other Units • Develop and implement operational plans • Lead and manage people • Manage financial performance within a budget • Work effectively with colleagues and customers • Manage and resolve conflict situations. **Critical Aspects of Assessment** Evidence of the following is essential: • Demonstrated ability to effectively manage and implement projects, including evidence of skills in planning, administration, financial management and leadership • Demonstrated ability to apply understanding of the critical aspects of effective project management. **Context of Assessment** This unit may be assessed on or off the job • Assessment must require the candidate to lead a project team • Assessment should include practical demonstration of the management and implementation of a small project in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge • Assessment must include project or work activities that allow the candidate to respond to multiple and varying project demands relevant to work area, job role and area of responsibility that allow the candidate to manage a multi-faceted or complex industry-based project within a specified and realistic timeframe that reflects industry practice. **Resource Implications** Training and assessment to include access to a team and realistic project in a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools, computer equipment and relevant software.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Case studies
- Observation of practical candidate performance
- Oral and written questions
- Portfolio evidence
- Problem solving
- Third party reports completed by a supervisor
- Project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

Key Competencies	Level	Examples
Collecting, organising and analysing information	2	Research information related to the project; research and compare costs, products and services
Communicating ideas and information	2	Provide instructions and advice to participants and consultants; write reports and related documents
Planning and organising activities	2	Plan the project and budgets; organise stakeholders and participants; establish and allocate roles and responsibilities

	Working with others and in teams	2	Work with other team members, stakeholders, consultants, government and funding bodies; provide leadership to consultants and others
	Using mathematical ideas and techniques	2	Cost out projects; develop budgets; keep financial records of project income and expenditure
	Solving problems	1	Deal with problems such as costs exceeding budgets, failure of people to meet timelines, poor quality outcomes, key people dropping out, illness of consultants, difficulties in enlisting participants in consultation, technical problems
	Using technology	1	Use computer software to facilitate management of project(s)