

## **DES39 Manage a design project- SQA Unit Code H9XA 04**

### **Unit Summary**

This unit is about the skills and knowledge required to manage design projects. You will be required to plan, run and evaluate design projects to achieved planned outcomes.

### **This unit is derived from Unit F1 Manage a project from the MSC Management and Leadership Suite of standards**

#### **What you must be able to do:**

- a) Discuss and agree the key objectives and scope of the proposed project and the available resources with the client and any key stakeholders or funders
- b) Identify how the proposed project fits with the overall vision, objectives and plans of the client and any other projects being undertaken by the company
- c) Develop, in consultation with both clients and other relevant people, a realistic and thorough plan for undertaking the project, achieving the key objectives and identifying key milestones
- d) Discuss and agree the project plan with the client and any key stakeholders, making changes where necessary.
- e) Brief any project team members on the project plan and their roles and responsibilities and provide ongoing support, encouragement and information
- f) Put processes and resources in place to manage potential risks arising from the project and deal with contingencies
- g) Implement the project plan, selecting and applying a range of basic project management tools and techniques to monitor, control and review progress
- h) Communicate progress to the client any key stakeholders and any project team members on a regular basis
- i) Identify, in the light of progress and any problems encountered and wider developments, any required changes to the project plan, obtaining agreement from clients and any key stakeholders where necessary.
- j) Achieve project objectives using the agreed level of resources
- k) Confirm satisfactory completion of the project with the clients and any key stakeholders.
- l) Evaluate the success of the project, identifying what lessons can be learned and recognising the contributions of any project team members.

#### **Behaviours which underpin effective performance:**

- 1) You recognise changes in circumstances promptly and adjust plans and activities accordingly
- 2) You find practical ways to overcome problems
- 3) You present information clearly, concisely, accurately and in ways that can be understood
- 4) You manage client and stakeholder expectations
- 5) You make best use of available resources and proactively seek new sources of support when necessary
- 6) You act within the limits of your own authority
- 7) You are vigilant for potential risks and hazards
- 8) You take pride in delivering high quality work
- 9) You take personal responsibility for making things happen

## **What you must know:**

### General knowledge

- 1) The fundamental characteristics of projects as opposed to routine management functions/activities.
- 2) The role and key responsibilities of a project manager
- 3) Why it is important to define a project's purpose, aims and objectives
- 4) Key stages in the project lifecycle
- 5) The importance of the relationship between the project manager, client and any key stakeholders
- 6) Why it is important to discuss and agree the key objectives and scope of a proposed project with the client and any key stakeholders before detailed planning commences
- 7) Why it is important to be flexible and adapt project plans when necessary
- 8) The type of information needed for effective project planning
- 9) Why it is important to be able to identify and understand how a project fits with the overall vision, objectives and plans of the company and any programmes of work or other projects being undertaken
- 10) Why it is important to consult with relevant people in developing a project plan and how to do it effectively
- 11) What should be included in a project plan, particularly activities, required resources and timescales and why the plan needs to be discussed and agreed with clients and any key stakeholders
- 12) Why it is important that any project team members are briefed on the project plan, their roles and responsibilities and how to brief them effectively
- 13) Ways of providing ongoing support, encouragement and information to any project team members
- 14) Ways of identifying and managing potential risks in relation to the project
- 15) The importance of contingency planning and how to do so effectively
- 16) How to select from and apply a range of basic project management tools and techniques to monitor, control and review progress of the project
- 17) Effective ways of communicating with project sponsor(s) and any key stakeholders during a project
- 18) The importance of agreeing changes to the project plan with the project sponsor(s) and any key stakeholders
- 19) The type of changes that might need to be made to a project plan during implementation
- 20) Why it is important to confirm satisfactory completion of the project with the project sponsor(s) and any key stakeholders and how to do so effectively
- 21) How to establish effective systems for evaluating the success of projects and identifying lessons for the future
- 22) The importance of recognising the contributions of project team members to the success of projects and different ways of doing so

### Industry/Sector Specific knowledge

- 1) Project management tools and techniques commonly used in the design industry
- 2) Risks and contingencies common to the design industry
- 3) Industry specific legislation, regulations, guidelines and codes of practice, copyright, IIP,  
Context Specific knowledge
- 4) The client – the individual or group for whom the project is being undertaken

- 5) Key stakeholders – the individuals or groups who have a vested interest in the success of the project and the organisation
- 6) The overall vision, objectives and plans of the organisation and any other relevant programmes of work or other projects being undertaken.
- 7) Mechanisms for consulting on the development of the project plan and the views/thoughts received from relevant people in relation to proposals.
- 8) The agreed project plan
- 9) The roles and responsibilities of any project team members
- 10) Methods used for briefing, supporting, encouraging and providing information to any project team members
- 11) Processes and resources put in place to manage potential risks and deal with contingencies
- 12) Type and nature of potential risks identified and contingencies encountered.
- 13) Specific project management tools and techniques used to monitor, control and review progress.
- 14) Processes in place for communicating information on progress of the project to the client, any key stakeholders and any project team members.
- 15) Processes in place for identifying and agreeing changes to the project plan and any changes which have been made
- 16) Processes for confirming satisfactory completion of the project with the client and any key stakeholders
- 17) Processes for evaluating the success of the project and any lessons which have been learned from undertaking the project
- 18) Methods used for recognising the contributions of any project team members to successful projects