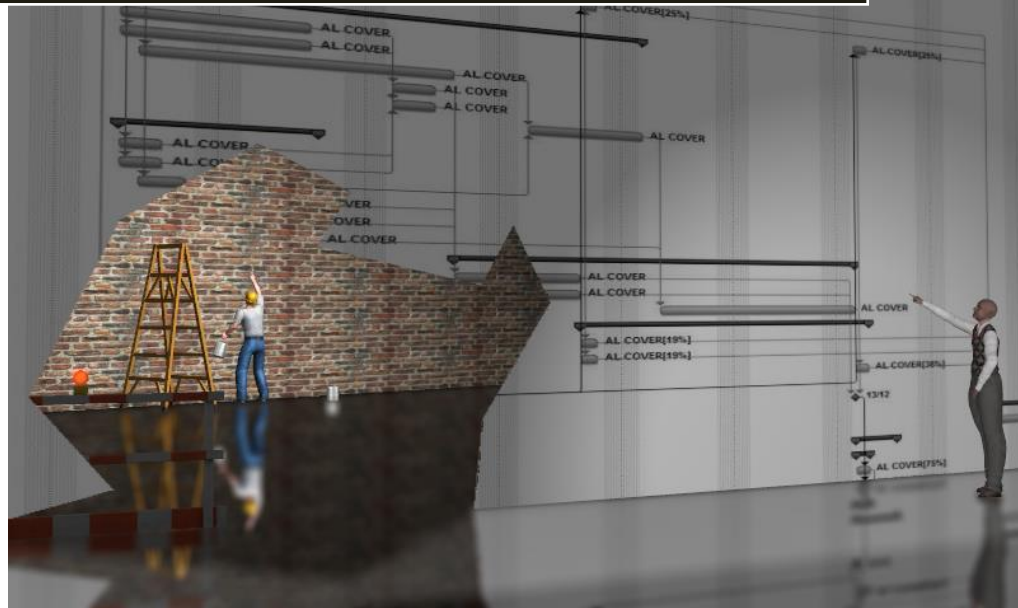




Project Management Simulator

2014

DISTRICO's Training Center Project



Educational Simulation

Participant's Manual

UNIVERSITY GHENT version 100208-04

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ABOUT

This manual describes the logic of the educational simulation from a participant's perspective. This document serves as a basis to help participants in running the educational simulation.

This version is a specific version created for usage within the context of the University of Ghent as part of the 3rd Bachelor year of the Master in Commercial Sciences. This document and the game is to be considered as being in the development stage.

This document and simulation game is authored by Prof. Steven JP Goeman, who transferred limited property and copy rights to Brózmán Miksa Group and GAPS bvba. The PMES simulation is branded under the 2e³ brand name.

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TERMINOLOGY

The following terms are used in this document and have a specific meaning:

- **Actions:** actions relate to the management actions the participant can take. Such actions will have an impact on the management overhead budget but not on the delivery budget. The participants need to choose the management actions they want to take for each period. Actions can be real actions or can be decisions.
- **HIVE:** HIVE is the abbreviation of Highly Immersive Virtual Environment and relates to the collection of all assets that are created to simulate a real-life environment in which the simulation takes place.
- **NPC:** NPC stands for "Non-Player Character" and relates to all the characters that make part of this simulation but as such are not controlled by the participant. The participant can however interact or instruct the NPC's but can never be sure about the reactions of such NPC.
- **Tasks:** tasks relate to the content/ delivery work that needs to be performed to realize the project. Tasks are not done by the participant character, but is to be performed by the NPC's. Tasks will have an impact on the delivery budget and timeline of the project. Tasks can be further decomposed in standard sub-tasks, which makes a task comparable to a work-package (in project management terminology).

SIMULATION STRUCTURE (Classroom version)

The simulation is structured according to the life of the project (Project Life Cycle concept). When thought in class-room the simulation is decomposed in sessions of 2 hours. One session compares to a simulated period of 2 weeks duration in the life of the project.

A class room session is structured in different steps and is ran over two calendar weeks and one plenum session, as follows:

1. **Week1 – Plenum session: After Action Review (AAR):** To review the results of the previous period and to provide with a theoretical background. For some periods, the players might be requested to provide a presentation.
2. **Week 1 – After plenum session: Events take place:** The participants will receive information on the events that take place in this period. The method of transferring this information is dependent on the event itself. Multiple events (and kind of events will be started). Attention! In some cases, events might be triggered during step 3, 4).
3. **Week 2 (No plenum session – participants organize themselves): Action Definition by participants:** Allowing the players to reflect on the actions that will be taken based on the events as presented in step 2. The actions will result in scoring and might affect some of the events for the next period(s). Actions will be selected from a (standard) list of all possible (management) actions for that period. Each action will have a budget and a time impact.
4. **Week 2 (No plenum session – participants organize themselves): Decision Definition by participants:** Allowing the players to reflect on decisions



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to be taken, based on the events as presented in step 2. Lots of decisions that need to be taken relate to questions of the NPC's (Non-Player Characters). The decisions will result in scoring and might affect some of the events for the next period(s). The players will have an options list to choose the action from. Decisions might involve a cost price and therefore have a budget impact.

- Week 2 (No plenum session – participants organize themselves): Request team members for next period:** Allowing the players to indicate with whom they will work together for the next period. Capacity of available resources is limited and having people selected for doing work during the next period will impact the budget for the next period.
- Week 2 (Thursday evening): Submit results:** All work is bundled and forwarded to the trainer.

The project period (2 weeks) start with step 2 and ends with step 5 and therefore relate to the project that is simulated. Steps 1 & 6 relate to the organization of the simulation and the learning feedback.

As an example:

The simulation is currently at the stage that project period 02 has been completed. The next planned plenum session is on Monday March 10th, 2014.

On 10/03/2014: the AAR (Step 1) for project period 02 is explained. Example solutions and/or theoretical background is provided in plenum.

On 11/03/2014: the communication responsible of the group receives an URL to the assignments of the next period (being project period 03).

Between Tuesday 11/03/2014 and Thursday 20/03/2014, the students organize the required meetings to perform steps 3 to 5 for project period 03 themselves. The session time that is foreseen on Monday 17/03/2014 can be used to perform the work. Attention! Some assignments might take more time than initially foreseen, so additional meetings might be required.

On Thursday 20/03/2014 @ 17h00 (at the latest), the communication responsible of the participants group will forward the solution package to the trainer (Step 6).

On Monday 24/03/2014, the AAR for project period 03 will be provided during a plenum session.

University Ghent specific:

All decisions should be forwarded to the instructor by Thursday evening of Week 2 by e-mail to the following address: PMESZZZZT0X@gaps.be (where **ZZZZ** the Year and **X**=team number).

The subject of the e-mail should always start with "DISTRICO-Team0**X**-Period**YY**:" (where **X**= team number and **YZ**= Period Number).

Steps 3, 4 and 5 are performed in parallel and organized by the participants themselves. They can be executed in the timeslot of a plenum session but can be decided to be different by the group of participants.

In order to perform Steps 3 to 5, it will be required to search for information on the internet or in project management related books and articles. As the participant groups likely consists of more than 5 participants it is suggested to get the groups organized with roles and responsibilities and to divide the work amongst the different team members.



PROJECT LIFE CYCLE CONCEPT

The project life cycle will be followed. Each PLC Phase will be concluded and started with an "EI" type event (see also topic on "Events").

The project simulation starts when the participants take over the project from the previous project manager who was already running it for 2 months. According to his planning, the project is to be situated in the second phase of the PLC. The "Pre-Project Phase" will be, in this case, the phase where the participants takes over from the former project manager and the new planning should start as from this second phase in the Methodology's PLC.

DEFINING ACTIONS

Impact of actions

Each period, the participant (teams) can (it is not a must!) take management actions. All possible actions (for the specific period) will be available to choose from. The list will be quite extensive so choices have to be made. Every action will have an impact on:

- Workload (hrs)
- Cost (€: conversion of hours into euros + additional expenses)
- Duration (*)

The total management overhead budget available for the project is **10% of the total realization budget**. This management overhead budget can be spent during the complete roll-out of the project, from start to end (it does not include the budget already spent by the former project manager). There is no restriction on costs that can be made during 1 period as long as the total management budget threshold for the project is not passed.

However, per period, there is a restriction on workload for the participant: a maximum of 80 workload hours are available in each period.

The duration is restricted to a maximum of 10 days for each period. The player's workload will be converted to a duration taking into account 100% availability. In other words: if a player needs to spent 4 hours, this means a duration 4 hours. In case a management action would stand for a workload of 16 hours, then a duration of 2 days is needed. All the management actions are sequentially taken by the player, implying that the total sum of all management actions' durations for the player will be added and cannot be more than 10 days per period.

For each action, the parameters will be listed. Some actions might have different cost as the cost of NPC's might change as well.

Taking & sequencing actions

Actions are taken by selecting them out of a standard list of available actions. Whilst some actions can be taken over the complete project duration, some actions are only available in specific periods (will be indicated). **An appropriate template will be provided.**



Before submitting the list of actions for processing, the participants need to rank/order the actions in the sequence they need to be executed. Failing to rank or inconsistent ranking results in the related actions not taken into account by the simulator.

Specific Management Actions

The "Meeting" action

When a meeting is requested, in x% of the cases, it will be accepted (dependent on your soft-skill score versus the soft skill score of the NPC). The meeting action will provide the project management team with some specific information, relevant (or not) for that period.

A meeting will always take 1 hour workload and duration for all participants involved. For the meeting organizer, there will be an additional 2 hours workload & duration for preparation and meeting aftermath. The cost is calculated based on the participants of the meeting.

When a NPC invites the participant for a meeting, and the participant agrees to it, the meeting takes place in the current period.

The "Invite to" action

This action is used to provide the participants with tips on how to execute the project/simulation. The "informal talk to" action can only be executed in an informal setting of NewPort. This action can always be executed and will not be refused. However, performing this action is limited for 1 time per period per location. It is obvious that the NPC is invited by the player and that the player picks up the bill.

- The Old Sailor
 - Cost/ Bill: 20,00 €
 - Provides 1 tip on the project's content
- The Flash à GoGo
 - Cost/ Bill: 50,00 €
 - Provides 1 tip on the management of the project
- The Sniffer:
 - Cost/ Bill: 150,00 €
 - Provides 3 tips (content, management, personal relationships)

Availability

Player availability

As stated above, the participant is 100% available to the project, indicating that a maximum of 80 hours per period can be foreseen to take management actions.

Note that the events that are happening also take up player's workload and that therefore never the full 80 hours per period will be available to the player. The threshold is determined as follows: 80 hours – sum of all possible Events of the current/next period (actions with immediate or next period effect).

Worker-NPC availability

Workload restriction for "worker-NPC's" are equally 80 hours +/- 10% overtime possibility. "Worker-NPC's" are those in-game characters who do not play an important



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interaction role in the simulation but that are required to be assigned to the project team to assure that content works can be realized.

NPC availability

NPC's which also play a major interaction role (see also below) are also restricted in their time that can provide to the project. For a more detailed elaboration on each character, we refer to the specific section in this document. Below, you can find the availability percentages:

- Peter BORROW: 25% (20 hrs/period) – All periods.
- Will BROOCK: 5% (4 hours/period) – All periods.
- Lizz BURN: 25% (20 hours/period) – All periods.
- Al COVER: 100% (80 hrs/period) – All periods.
- Frank FOERT: 10% (8 hrs/period) – All periods.
- Catherine ROLLE: 10% (8 hrs/period) – in only P2-P4-P6-P8-P10-P12.



MEASURING PLAYER'S PROGRESS & SCORING

Progress on Soft Skills of Project Management

The progress will be measured with the help of the **skills characteristics system (SCS)**.

The skills characteristics system consist of the following 6 skills:

1. (TM) Team Work
2. (LS) Leadership
3. (SS) Soft Skills
4. (EX) Experience
5. (TE) Technical Expertise
6. (PM) Project Management Expertise
7. (CR) *Credibility*

Note: "Credibility (CR)" is not a skill as such and is highly influenced by the progress of Hard-Skills of project management.

A weighted average score (*OSS – Overall Soft Skills Score*) can be calculated.

Progress on Hard Skills of Project Management

Progress will be measured via a PMI driven scoring system. Each action and decision taken might influence the attained PMI score positively (correct behavior) or negatively (only for serious error).

The following score areas will be considered:

1. (Int) Integration Management
2. (Sco) Scope Management
3. (Qua) Quality Management
4. (Tim) Time Management
5. (Cos) Cost Management
6. (Com) Communication Management
7. (Ris) Risk Management
8. (Hum) Human Resource Management
9. (Pro) Procurement Management

An overall average scoring (*OHS – Overall Hard Skills Score*) will be calculated based on weights.

Overall game progress

The overall game progress (*OGS – Overall Game Score*) is a weighted average of the OHS and the OSS.

Sharing of scores

The instructor might opt to share/publish the scores of each participant/ participant's team in public on the website or during the AAR's.



University of Ghent specific

There will be an additional appreciation for the quality of received material/ solutions. Per period, the teams can earn:

- First place: 2 points
- Second place: 1 point
- Third place: 0.5 points
- From fourth place: 0 points

This scoring is a separate scoring, next to the OHS and the OSS scores.

The evaluation/ examination process:

- OGS contributes for 14 of 20 points [(OGS as a % of max. obtainable OGS) x 8].
- Paper contributes for 6 of 20 points.

Do note that the OGS score will additionally be corrected to the individual based on the Peer-to-Peer scores received from the other participants in the group. The Peer-to-peer score is calculated as a relative percentage from the best scoring student (i.e. the best scoring student receives factor 1. When the team finds that all participants collaborated in a good way, then all students should receive an equal score).

Paper (+/- 2000 words) must discuss the following topics:

1. Lessons learned on working in the class team (pos & neg aspects)
2. How did you implement project management aspects in the works to be done in the class team.
3. Discuss your 3 key learning points
4. Discuss the pro's and con's of the simulation, based on your experience
5. What is your biggest contribution/ achievement in this simulation
6. Provide a commented Peer to Peer score for each of the team members contribution to the simulation (score on a scale of 1 to 5 whereas 1 is bad contribution and 5 is excellent contribution).



The "HIVE" (Highly Interactive Virtual Environment)

The HIVE can currently be accessed via the web:

- Newport City: www.2e3.eu/np/newport.htm.
- The company you work for (Districo): www.2e3.eu/npb/districo.htm.



The Quality System

The simulation considers three forms of quality:

- Process quality: S-star system
- Product quality: Q-quotes system
- Personnel quality: SDU system

Process Quality

The process quality is defined by "SupCon Ltd." and their "star rating", which can be bought.

The process quality "S-quotes" are important influencers and will affect items such as timeline and workload requirements. Depending on who is asked to do the job, the S-quote will affect the actual progress.

The following S-quotes are available:

- S1: "Does what is promised"
- S2: "Delivering on time"
- S3: "Well equipped"
- S4: "Competent workers"
- S5: "Past Client satisfaction"

There is no official Star rating for Districo internal departments. However the project sponsor will have a similar star rating, based on his perception, for each of the Districo departments that might have resources available for performing realization tasks.

The participants cannot influence the subcontractors in the execution of their work. The realization (and resulting actuals) are calculated based on the Supcon score of the suppliers. When it is opted to work with Districo personnel, the participant can influence the number of people (and therefore the workload and timeline) working on a task. Therefore, the participant needs to request resources to the line manager.

Product Quality

The product quality is determined via "Q-quotes" (6 in total). 5 Q-quotes can be "bought" from "testPURCHASE" by the participants. These 5 Q-quotes determine the product quality level. The following Q-quotes have been identified:

- Q1: "Look & Feel"
- Q2: "Comfort"
- Q3: "Sturdiness"
- Q4: "Environmental friendly"
- Q5: "Relevant for training purposes"

Next to this overall quality level, there is also a Q6-quote "Sponsor desire" which will lead to sponsor satisfaction. For some items the sponsor has no feelings about it, yet others are important to him (positive or negative).



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The player will affect the quality and satisfaction score by his/ her choices of materials that will be used in constructing the training center.

Some stores and companies might sell their own product lines. Therefore the Q-score will be determined by taking into account Q-quotes of the similar "branded" product corrected with the suppliers' "Supcon stars". The following calculation model is used (rounding always to the higher digit):

- Supcon = 0/5 → (Qx * 0.50)
- Supcon = 1/5 → (Qx * 0.75)
- Supcon = 2/5 → (Qx * 0.90)
- Supcon = 3/5 → (Qx * 1)

Obtaining Client Satisfaction

There are specific "(internal) clients" of your project. By performing stakeholder management the participant should find out who these clients might be. Next to achieving overall product and process quality requirements, these individuals have specific levels of client satisfaction. Not realizing the required levels will lead to client dissatisfaction, which will influence the score "Qua-progress" scoring.

Personnel Quality

All the characters of the simulation will have a skill set combination, which might change during the game. The participant can influence his own, but also the NPC skill sets by taking concrete management actions, such as e.g. meeting people or following/ordering training programs.

Skill levels are registered via SDU's (Skill Development Units). Per skill a maximum of 5 SDU's can be obtained. The SDU's can change throughout the simulation as they are being developed. A higher SDU will render benefits to the player and will influence the dynamic of the simulation.

The following skills can be identified:

Team work (TW):

The ability to realize tasks in a team.

The higher the quote, the more efficient work can be performed. It results in a factor to be applied to calculate the **workload actuals** (based on the baseline estimate). When a realization task is performed with more than 1 team member, the factor used for calculating the actual workload is based on the average of all TW-factors for the people working on the task.

Developing the team work skill:

- Player: By utilizing management actions that involve other NPCs in a professional way (e.g. invite for an informal drink is not a professional management action).
- NPC: being involved in teams. Same logic as player.

Leadership (LS):

The ability to provide leadership.



Leadership will determine to which extent your instructions and management actions are followed. This is relative to the LS-SDU of the NPC. In case your LS SDU is higher than the NPC's, then the instruction is performed, in the other case, the execution of the given instruction or management action is not certain.

Developing the leadership skill:

- Player: Performing certain and specific management actions or reacting to certain events during the game and which are related to the leadership skill will increase the LS-SDU or buy following leadership courses.
- NPC: Cannot be influenced by the player.

Soft-skills (SS):

The ability to work together with people.

For the player character, soft-skills will allow to obtain more specific information via informal channels. Soft-skills for a NPC will have an effect on the reaction the player receives (diplomatic versus non-diplomatic).

Developing the soft-skill:

- Player: meeting with different people, meeting with people in socialization environments, following specific soft-skills training.
- NPC: Via paying for a soft-skills training or via coaching activities.

Experience (EX):

The experience skill determines how well somebody can perform and estimate his/ her tasks.

The higher the quote, the more efficient one can execute a single or a team task. Experience is also important when estimates are requested from the employee.

Developing the experience skill:

- Player: via the number of relevant management actions taken until now.
- NPC: cannot be changed.

Technical expertise (TE):

The (theoretical) expertise one has in his/her field of specialty.

For our player character it will be the human resource expertise. The technical expertise will influence the number of advises that the player will receive from the NPC's

Developing the technical expertise:

- Player: via subscription on technical magazines.
- NPC: via buying magazines from project budget.



Project Management expertise (PM):

The (theoretical) expertise one has in the field of project management.

Increasing the Project Management Expertise will typically result in a better organization of the works to be done, increasing the total efficiency of the work performed, having a positive effect on the timeline.

The project management expertise for non-player characters will result in a better organization of the work to be realized. A factor will be applied to determine the actuals of realizing the timeline (based on the baselined timeline).

Developing the project management expertise:

- Player: Getting certified (taking classes + certification exam).
- NPC: via paying for a project management training + certification exam.

Credibility (CR):

Every character has a certain credibility level.

A higher credibility level means that people will rather listen to this person than to a person with less credibility. A higher level might motivate other people to like to work with that character. A higher credibility level will benefit the player character in increasing the likelihood that people will accept a meeting request or provides also better access to supplier's management levels (getting better offers/prices).

Developing credibility:

- Player: Calculated as a function of OHS and relevant other SDU's.
- NPC: cannot be changed by the player.

Working with suppliers, subcontractors & Districo personnel

Subcontracting modes

As a project manager you can decide to subcontract part of the works. The following subcontracting contract models are legally allowed in NewPort:

- **Firm Fixed Price Contract:** an agreed part of the scope is contracted to a supplier. This includes the delivery of services and materials. The offered price cannot change.
- **Purchase Order:** An agreement to buy products. The purchase order cannot be used to purchase services.
- **Time & Materials Contract:** The contract includes services and materials. The materials might be charged using other than the listed prices in the shops. Price will be dependent on the actual (see S-quotes above).
- **Time Contract:** The contract only delivers services. The player remains responsible for getting the materials and to have them delivered on time.

The participant cannot steer the resources of the supplier. The performance of the supplier (i.e. how they will actually realize budget and schedule constraints) is determined by their SupCon score.

Only when the participant opts to execute the works with DISTRICO personnel (whether local or HQ), the number of resources that are put on a task can be determined by the project manager role (i.e. the participant (team)), within the capacity constraints provided by DISTRICO’s departmental managers.

Getting Districo Personnel

The participant can obtain Districo personnel by sending a staffing request to the departmental manager. Within the given availability (capacity), the departmental manager will agree to send labor forces for the project. Depending on the needed roles, other departments need to deliver the resources.

When requested and accepted, the workforce is available for the project in the next period. Budget will be only affected as from the moment they are available to the project.

The following table provides an indication on which departments can deliver which resources (between brackets: the maximum capacity that can be provided to the project, expressed in Full Time Equivalents (FTE – 8 workload hours/day):

Department	Team roles
HQ - Facilities & Maintenance	<ul style="list-style-type: none"> • Builder (2) • Laborer (2) • Electrician (1)
HQ - ICT	<ul style="list-style-type: none"> • Business Analyst (1) • Technical Analyst (2)



	<ul style="list-style-type: none"> • Developer (4) • Database Administrator (1) • Helpdesk Officer (1) • Service & Network Engineer (3) • PC Engineer (1)
HQ – Corporate Training	<ul style="list-style-type: none"> • Training Logistic Officer (2) • Corporate Trainer (3) • Material Developer (3)

Please also refer to the organizational charts for full details on available personnel.

List of standard realization tasks

The following list is an overview of tasks that are needed to realize the product of the project. These tasks should not be confused with management actions! These listed will be performed by project team members (NPC's – both DISTRICO personnel & subcontractors) and can be used to schedule the project's work.

Note that not every role is skilled to perform certain tasks. It will be required, when scheduling/ implementing tasks, to chose the appropriate role. An insight in the workload for each of these tasks should be obtained by applying different estimating methods and techniques.

Tasks	Sub-tasks	Team Roles
Breaking walls	N/A	Builder
Constructing walls	N/A	Builder
Plastering walls	Prepare plaster – Plaster	Plasterer
Plastering ceiling	Prepare plaster – Scaffolding – Plaster	Plasterer/ Floorer
Flooring	Prepare floor – Equalize floor – Put floor in	Builder/ Floorer/ Decorator
Installing windows & doors	Install frame – install windows/plate	Builder
Painting walls (1 layer)	Mix paint – Paint	Painter/ Decorator
Painting ceiling (1 layer)	Mix paint – Scaffolding – Paint	Painter/ Decorator
Installing chairs	N/A	Laborer/ Decorator



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Installing desks	N/A	Laborer/ Decorator
Installing closet	Unpack – Construct – place	Laborer/ Decorator
Installing projection screen & whiteboards	Marking hanging points – drilling & hooks – hanging	Builder/ Decorator
Installing lights	N/A	Electrician
Installing blinds	N/A	Decorator
Installing accessory	N/A	Builder/ Laborer/ Decorator
Installing computers	Configuration – Installation	PC Engineer - Service & Network Engineer
Installing beamer	N/A	Service & Network Engineer
Rough clean-up	N/A	Cleaner/ Laborer
Fine cleaning	N/A	Cleaner/ Laborer/ Decorator

Calculating Actuals

Each period, when employees or sub-contractors are assigned/ instructed to perform work, actual information on timeline and workload performance will become available. Actual results are dependent on several factors, such as experience levels, ability to work in a team, etc., but also your own performance as a project manager.

Sometimes, unexpected, non-standard events might happen, which also might have an effect on the actual realization of the assigned task.



The Participant's Role

You become the new project manager, taking over from the previously assigned project manager Mr. FOERT.

General Information:

- You work for Districo Head-Quarters in Antwerp and will be temporarily dispatched to the Districo NewPort Branch.
- **Districo Title:** "Project Manager"
- **Team Roles:** You cannot take on any realization team roles.
- **Hourly cost:** 100,00 €/hr.
- **Base location:** Districo NewPort Branch Office
- **Characteristics:** Very ambitious, Work-alcoholic, Offending & too direct in social relationships.
- **Synergy-Antagonist start attitude:** Golden Triangle

Background Information:

The player character has only one work experience after graduating from University. S/He graduated at a highly reputed Belgian university as a Master of Applied Commercial Sciences with a major in Human Resource Management. S/He worked for the former employer, one of the big-4 consulting companies, a little bit more than 5 years as consultant in the area of Human Resources. Her/ His consultant assignments ranged from more operational payroll administration tasks to re-engineering of HR business processes. All projects were performed for external clients.

During the last two projects, s/he assumed the role of project manager. However being smaller projects, s/he delivered the projects successfully, which resulted in a very high client's appraisal and recommendation letter.

During the last evaluation appraisals, s/he felt that the Partnership didn't value her/his hard work and felt that he was limited/held back in a quick push to the next level on the career path. Knowing when it is time to take conclusions, he/she started looking for another job, which was found in less than a month searching!

It is now only 3 months that s/he was hired, via a head-hunter office, by the Districo HQ company. He was specifically hired to take part in the Training Center Decentralization Program as team member of one or more underlying projects. Since two months, s/he has been assigned to the "New-Port Training Center Project". The first experiences are very positive. If there is one point of critique: s/he would think that the approaches of the current project manager, however considered as very experienced within Districo, are not appropriate for this project. S/he already had several discussions with this project manager.

S/he felt obliged, for the well-being of the project, to regularly mention her/his views on the management of this project (s/he has after all been a consultant) both to the project manager as to



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the senior management. The latter recently happened (one week ago) with the CFO, which highly appreciated her/his views and constructive comments.

Our project manager is currently single and recently moved to NewPort for his job at Districo. In NewPort, s/he rents an apartment in "City Center". Since two weeks ago, s/he has put an eye to the CEO's secretary, who seems also to show an interest in her/him.

Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	1/5 SDU
(LS) Leadership	1/5 SDU
(SS) Soft skills	1/5 SDU
(EX) Experience	1/5 SDU
(TE) Technical expertise (HR processes)	2/5 SDU
(PM) Project Management expertise	2/5 SDU

Important Non Player Characters (NPC’s)

BORROW, Peter

Peter has not yet provided us with his picture.

General Information:

- Peter works for Districo Head-Quarters in Antwerp to manage the program under which the Training Center Project resides.
- **Districo Title:** “Program Manager”
- **Team Roles:** Peter cannot take on any realization team roles.
- **Hourly cost:** 200,00 €/hr.
- **Base location:** Districo HQ Antwerp
- **Characteristics:** Very gullible & stubborn, Winners mentality, Yuppie, Senior Management protégée.
- **Synergy-Antagonist start attitude:** Weaverer

Background information:

Peter joined Districo HQ when he graduated at the age of 22. He started in the sales department of Districo and was promoted after 3 years to Sales Director, after the former sales director was fired. The promotion was done after advise of the Managing Director – Mr. STEIER.

Sales results were weakening the years after and under pressure of the shareholders, Peter switched positions and became one of the Program Managers at Districo. He was quite frustrated by having to make this “step aside”, and in an attempt to resolve the frustration, as a new challenge with a lot of visibility to Districo’s Senior Management and Shareholders, Mark STEIER recently made him responsible for the Training Center Decentralization Program. This move seems to work.

Peter does not like to travel a lot for personal reasons. When a face-to-face meeting with Peter is required, it is needed to travel to Antwerp-Belgium. For the rest, there is not a lot known about the personal background of this young dynamic manager. However not formally confirmed, rumors tell that he is a close relative of the Managing Director, Mr. STEIER. It is also known that he lost his mother at young age and that currently his father is fatally ill.

Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	1/5 SDU
(LS) Leadership	1/5 SDU
(SS) Soft skills	2/5 SDU



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Districo's Training Center Project

Participant's Manual

(EX) Experience	3/5 SDU
(TE) Technical expertise	3/5 SDU
(PM) Project Management expertise	3/5 SDU

BROOCK, Will



General information:

- Will works for Districo NewPort Branch.
- **Districo Title:** "Branch Manager NewPort"
- **Team Roles:** Will cannot take on any realization team roles.
- **Hourly cost:** 300,00 €/hr.
- **Base location:** Districo NewPort Offices
- **Characteristics:** Calm, Stubborn, Nice personality, Vast experience, Control freak.
- **Synergy-Antagonist start attitude:** Golden Triangle

Background information:

Mr. BROOCK is a long-term trustee of the Head-Quarter Management Team. He once made part of this Management Team as Chief Operational Officer (COO), but when he turned 50, he asked to do it a "little bit calmer" and asked to resign from the MT. With regret, Mr. STEIER approved this resignation, but asked Will if he would take up the management of the, at that moment, still to be established NEWPORT Branch.

Will was the ideal candidate: he had lots of experience within Districo and lived in the NewPort area, which gave Will in return the possibility to be closer to his family. He is considered as a specialist in both transportation challenges in more rural mountainous areas and specialist transport techniques.

With his 55 years and the NEWPORT Branch running very good, Will finds himself in a very comfortable position, having everything under control. He is very satisfied with his life and is looking forward to his first grandchild; grandchildren should be said, as his daughter is expecting twins!

He is happily married, which makes that a lot of people are doubting the rumors on his affair with Cate.



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Will has always been a family man, living the “traditional” life: a hard-working man and a lady at home to take care of the 4 children. Very calm and warm-hearted. Where-ever he could help, he would do so, but when he gave advice, it had to go his way. He would never forget the advices given and would always check upon the execution of them. In all parts of his life, the moment Will got involved, he WAS involved and would never give loose. Once he had taken a direction or decision, it would be very difficult to change his mind.

According Will there is only way to realize success: HARD WORK, STAY FOCUSSED & ONLY SURROUND YOU WITH THE BEST PEOPLE. He lived upon these principles when he was working at HQ; he was the one that you would still find at 8pm at the office. One of his management credo’s are: “Always trust your people, BUT check!”. This came forward in a quite “control freak” style of management. But hey, he WAS (and still is) a successful business man. It could be because he has a reputation of only wanting to work with the best people of the company or the best subcontractor that can be found outside.

Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	1/5 SDU
(LS) Leadership	5/5 SDU
(SS) Soft skills	4/5 SDU
(EX) Experience	4/5 SDU
(TE) Technical expertise	2/5 SDU
(PM) Project Management expertise	3/5 SDU

BURN, Lizz



General information:

- Lizz works for Districo NewPort Branch.
- **Districo Title:** "Office Manager"
- **Team Roles:** Lizz can take up the following roles: Decorator, Painter.
- **Hourly cost:** 35,00 €/hr.
- **Base location:** Districo NewPort Offices
- **Characteristics:** Party-animal, Takes her job seriously, Hates physical jobs.
- **Synergy-Antagonist start attitude:** Weaverer

Background information:

As the secretary of the "big boss", she knows a lot of what is going on at the NewPort Branch. She has a very good working relationship with Mr. BROOCK, but she dislikes his weird tempers when Cate is on site: a little bit too much, if you would ask her.

She is highly educated and is a superwomen in the organization of the office. That is the reason why she is not called secretary at Districo, but "Office Manager". Thanks to this reputation, she has finally the opportunity to make a career move; she is currently replacing the Administration Manager who left the company a few months ago.

A hard job, but if given some more months time, she will get this organized, but that is, when Cate leaves her alone. Unfortunately, under the flag of "Corporate Quality Control", every two weeks she has to spent a lot of time to Mss. ROLLE's audits.

She was adopted by the BURN's family when she was one and a half years old. She has never known her natural parents. Five years ago, she looked for her natural parents but only to find out that they died already some time ago, due to a dramatic accident with a public transport bus. Since then, she dislikes NewPort's PTS. The BURN family raised her as a real Western European, but keeping utmost respect for Lizz's origins.

As Mr. BURN is a reputed independent decorator, he owns the Tradelux company, Lizz has a lot of experience in decorating because she had to help the family out whenever she found the time for it, and this as from the age of 16! She didn't like the job and that is why she went to University to be able to step in the corporate world.

The whole Districo NewPort Branch Office was decorated to her concept and from time to time, when asked, she helps out in specific Districo's decoration issues. Obviously, she only likes to work with products purchased from Tradelux.

Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	4/5 SDU
(LS) Leadership	1/5 SDU



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(SS) Soft skills	3/5 SDU
(EX) Experience	3/5 SDU
(TE) Technical expertise	1/5 SDU
(PM) Project Management expertise	1/5 SDU

COVER, AI



General information:

- AI works for Districo NewPort Branch.
- **Districo Title:** "Branch Facility Manager"
- **Team Roles:** AI can take up the following roles: All roles.
- **Hourly cost:** 75,00 €/hr.
- **Base location:** NewPort Training Center Site.
- **Characteristics:** All-rounder, Experienced laborer, Self-made man, Drinker.
- **Synergy-Antagonist start attitude:** Moaner

Background information:

AI is a real self-made man. He left school already at the age of 15 and started working as a labor aid in the masonry business. He worked for several small businesses, but most of the time, he was kicked-out because of sexual harassment. Only at the age of 35, he settled down and works hard for his employers. Thanks to some after-hour training programs and hard-work, he was able to climb the career ladder to the position of foreman in a lumber factory.

He knows almost everything in construction, ranging from masonry to electricity and plumbing. He has a very good technical insight. Since 5 years, as from the beginning of the New Port Branch, he was hired by Mr. BROOCK to organize and arrange the new office building. Since then, he has been employed as "Branch Facility Manager" for the Districo NewPort Branch.

AI is not well educated and has had a very difficult youth. His father was drinking a lot and his mother didn't had time for him. The latter is one of the reasons why AI could be found in the local pub when he was 12 years old, playing beer games with his father.



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Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	2/5 SDU
(LS) Leadership	1/5 SDU
(SS) Soft skills	1/5 SDU
(EX) Experience	4/5 SDU
(TE) Technical expertise	3/5 SDU
(PM) Project Management expertise	1/5 SDU

FOERT, Frank



General information:

- Frank works for Districo HQ.
- **Districo Title:** "Senior Project Manager"
- **Team Roles:** Frank cannot take on any realization team roles.
- **Hourly cost:** 150,00 €/hr.
- **Base location:** Districo HQ -Antwerp.
- **Characteristics:** Sometimes inefficient, Experienced, Unstructured, Looking for the comfort zone, Empathic.
- **Synergy-Antagonist start attitude:** Enemy

Background information:

Frank is a very reputed and senior project manager at Districo. He works for them already more than 20 years of which 12 years in the role of project manager. The last 5 years, he has headed all top projects at Districo with success. Because of these accomplishments he is highly regarded in senior



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management circles and is one of the closest friends of Districo’s Managing Director, Mr. STEIER. The latter likes to call him: “ The recipe for success” or even: “The Project Wizard of Oz”.

For the people who have been working for him on projects, he seems to be a role model and is often considered as a “father” figure. He is the person, when you have a problem in managing the project, you would turn to for advise.

Surprisingly for all, he got “fired” from the NewPort Training Center Project by Districo’s Management Team. The formal communication stated that in mutual agreement Frank retired from this project because his performance and approach of the project lacked behind, indicating it was time for him to relax some time to recuperate from the stress of the last 5 years of performing top notch projects. He will be available as a coach and mentor to other projects for the coming months.

When this message broke, just a few days ago, everybody was in disbelief. Rumors say that he had to retire because the CFO strongly disagreed with the approach taken on the project. Frank himself remains silent about the situation, but it is very clear that he is hurting under the blow brought to his high reputation. It is also said that he has written a resignation letter to quit Districo, but that the Mr. STEIER could convince him to stay.

Frank is married and has one son (16) & one daughter (18) . Whilst the daughter seems to be doing well with good results at school and going to University next year, his son poses a lot of problems, especially since he was arrested for drug abuse last year. Since then, the marriage is under big strain and Frank regularly has a tempered mood at work.

When there are no problems, the “real” Frank pops-up: a warm-hearted and empathic person that understands the other’s points of view. This makes him very much liked by the people that he has worked with.

For the rest, Frank is an “old school” manager that believes in honesty, hard work, & hard work! He also believes that one becomes good at his job by experience and by being creative. The latter has brought him in the past into problems as he is quite reluctant to follow procedures as this would limit his creativity. Because of his successes, he can get away with that attitude, especially because the Managing Director actively supports him on that.

Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	4/5 SDU
(LS) Leadership	4/5 SDU
(SS) Soft skills	5/5 SDU
(EX) Experience	4/5 SDU
(TE) Technical expertise	4/5 SDU



ROLLE, Catherine



General information:

- Catherine works for Districo HQ.
- **Districo Title:** "Finance Director"
- **Team Roles:** Catherine cannot take on any realization team roles.
- **Hourly cost:** 200,00 €/hr.
- **Base location:** Districo HQ -Antwerp.
- **Characteristics:** Ice cold, Getting the job done (the rest doesn't matter), Political, Not empathic.
- **Synergy-Antagonist start attitude:** Schizofrenic

Background information:

Catherine (she likes to be called "Cate") has been the rising star at Districo for the last 10 years. She entered the company as an assistant Accounts Receivable clerk, but has progressed to the highest possible position in the Finance Department, being the Finance Director.

She has a clear ambition to become the next Managing Director at Districo HQ, once current Managing Director Mark STEIER will retire. Two years ago, she already tried to become Managing Director, but the shareholders choose for Mark because he is much older. Whilst disappointed at that time, she understands that choice; in the end, with her 34 years, she is already the youngest member of the Management Team and the youngest Finance Director ever for Districo.

She is much appreciated in Districo's HQ and Branches Management circles and has a huge (social) network on that level. Seen her steep career progress, her age and good looks as well as the fact that she is often seen together with the Managing Director, but also with NewPort's Branch Manager Will BROOCK, it is believed that she has some affairs with Senior Management staff. However, the latter is never formally nor informally confirmed.



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Down on the field, however, she is much disliked, as the majority of her people thinks that her discipline principles are often wrongly placed and/ or over-exaggerated. It is not for nothing that she is called “The Iron Lady”.

She was asked to become the sponsor for the NewPort Training Center project but she had to decline because of her busy agenda’s, especially at financial closure at the end of each month, when financial analysis and reporting to the shareholders needs to be provided. The fact that she is not on a full-time basis in NewPort also supported this decision.

She has however expressed her concern for the project and considers a structured approach as an important key success factor. She has proposed to the HQ Management Team to assign Will BROOCK as project sponsor, which has been accepted.

Cate is divorced after 5 years of marriage. She sees this divorce not as a failure rather as an opportunity to make her career more fulfilling. By the way, she got a very good deal out of the marriage/ divorce and is proud of what she realized to get the most out of it. It is no longer a dream to buy a cottage in the Marbella Heights District of NewPort. Each time she travels to NewPort, a stop at “The Sniffer” is a mandatory agenda item.

Since her divorce, Cate picked up her old hobbies again, which is fitness and going out to party with the old-school friends (obviously only the ones that have made somewhat career). She is regularly spotted in NewPort’s night-life as an extravagant “party animal”. She is not afraid for one night stands, but is no longer willing to “commit for life”. “Life is too short to forget partying, especially when I spent more than 10 hours a day at work”, is one of her credo’s.

Skill Characteristics System:

The following table represents the starting skill set. Depending on actions taken during the simulation, as skills are developed, the skill set might change.

(TW) Team work	1/5 SDU
(LS) Leadership	4/5 SDU
(SS) Soft skills	1/5 SDU
(EX) Experience	4/5 SDU
(TE) Technical expertise	4/5 SDU
(PM) Project Management expertise	1/5 SDU