

Unit Title:	Managing Projects
OCR unit number:	6
Sector unit number:	15.3 Business Management
Level:	5
Credit value:	10
Guided learning hours:	60
Unit reference number:	R/602/1464

Unit aim and purpose

This unit aims for learners to understand the concept of project management and their use appropriate to project management tools and software. To be able to plan and implement a project and use recognised monitoring techniques to keep the project on track. Learners will also be given the opportunity to evaluate project outcomes and, through reflection, identify areas for future improvements.

Learning Outcomes	Assessment Criteria	Teaching Content
<p>The Learner will:</p> <p>1 Understand the principles of project management</p>	<p>The Learner can:</p> <p>1.1 explain the principles of project management</p> <p>1.2 explain the importance of defining success/failure criteria when managing projects</p> <p>1.3 compare the benefits of different systems of managing projects</p>	<p>This may include:</p> <ul style="list-style-type: none"> • how project work differs from routine work • roles and responsibilities of project managers such as agreeing the deliverables, managing the project team, monitoring progress and the use of resources, delivering on time, communicating with stakeholders, etc. • project management tools and techniques such as critical path analysis, Prince 2, Gantt charts, etc.
<p>2 Be able to plan a project</p>	<p>2.1 draft a project initiation document</p> <p>2.2 plan a project using planning techniques</p> <p>2.3 assess risks to on-time completion of a project</p> <p>2.4 communicate project plan to stakeholders</p>	<p>This may include:</p> <ul style="list-style-type: none"> • identification of stakeholders • organisational PID (project initiation documentation) norms and methodologies • understanding a range of project software • how to estimate the need for resources within organisational constraints • required outcomes and measures • project stages and inter-dependencies • risk assessment and contingency planning • appropriate methods of communication within organisational norms

Learning Outcomes	Assessment Criteria	Teaching Content
3 Be able to manage the implementation of a project	3.1 implement a project according to a project plan 3.2 use project monitoring techniques to monitor the project 3.3 develop contingency plans to ensure on-time completion of a project	This may include: <ul style="list-style-type: none"> • allocating roles and responsibilities to team members • communicating with and motivating the project team • monitoring achievements and milestones • understanding a range of project tracking tools such as, Microsoft Office Project Server, NetSuite, OnTime, etc. • risk analysis techniques and contingency planning
4 Be able to present project outcomes to stakeholders	4.1 evaluate the outcomes of a project 4.2 present a report of the outcomes of a project to stakeholders 4.3 make recommendations for improvements to a project	This may include: <ul style="list-style-type: none"> • understanding the project life cycle • measuring success against the pre-determined deliverables • reporting techniques and accepted methodologies • seeking feedback from the project team • critical path analysis • learning from experience

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit the learner must produce a portfolio of evidence which, on request, should be made available to the OCR external verifier for sampling.

Portfolios of work must be independently produced by individual learners and Centres must confirm to OCR that the evidence is authentic. The OCR 'evidence record sheets' (or similar) should be completed and signed by the learner and the assessor to confirm this.

It is a requirement of the Ofqual Common Criteria for all qualifications that proof of authentication is provided.

Evidence requirements

In order to achieve this unit the learner must demonstrate that they have met all of the stated learning outcomes and assessment criteria.

Evidence can be produced either through real work or by means of simulated activities.

Guidance on assessment and evidence requirements

If the unit is to be taught in a college or other learning environment, tutor/assessors could consider the following examples of how this unit could be achieved and assessed:

It is recommended that this unit be addressed in conjunction with unit 7, Developing Successful Business Teams and evidence produced holistically.

LO1 Learners could be introduced to project management by being given a case study for analysis and discussion. This should be something relevant, and possibly familiar, to them. For example it could be in relation to a local company or something which has recently featured in the newspapers.

LO1 and LO2 They could be provided with a series of project management tools, software and examples of typical documentation used for planning and communicating the purpose of projects (see examples given in the teaching content, above). These could be used to start to address a project which they should be asked to work on over a period of months. (See unit 7)

LO3 and LO4 Whilst using the project management tools (above) and recording progress and outcomes, learners could also be asked to complete a reflective account addressing all of the assessment criteria. (See unit 7.) This could be used to develop a formal, written report for stakeholders.

NOTE: Where learners are asked to work in groups, it is important that outcomes can be attributable to individuals within the groups.

If the unit is to be completed through real work, examples of appropriate sources of evidence could include:

- written case studies based on real work experience
- written reports evaluating research into project management tools and techniques
- real work output including project initiation documentation and project plans,
- minutes of meetings with stakeholders
- records of assessor questioning
- completed Gantt or Pert charts
- resource requisitions

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	Unit number	Title
Management and Leadership	CFAM&LFA5	Manage projects

Functional skills signposting

This section indicates where candidates may have an opportunity to develop their functional skills.

Functional Skills Standards					
English		Mathematics		ICT	
Speaking and Listening	✓	Representing		Use ICT systems	✓
Reading	✓	Analysing		Find and select information	✓
Writing	✓	Interpreting		Develop, present and communicate information	✓

Resources

Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but the learner is not expected to reproduce other people's written work. For example:

http://www.mindtools.com/pages/article/newPPM_85.htm

Lock, D (2007) *The Definitive Guide to Project Management: The Fast Track to Getting the Job Done on Time and on Budget* (Financial Times Series), ISBN-10: 0566087723

MAYLOR, H. (2010) *Project Management*. ISBN13: 9780273704324

Association for Project Management www.apm.org.uk

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850) on the OCR website www.ocr.org.uk.