



Oxford Cambridge and RSA

OCR Level 7 NVQ Diploma in Management – Unit 17

Unit Title:	Manage a programme of complimentary projects (F2)
OCR Unit Number:	17
Unit Number:	K/600/9756
Level:	6
Credit value:	8
Guided learning hours:	30

Unit purpose and aim

This unit helps learners to understand the principles of programme management and how to implement these principles in terms of communication, monitoring and evaluating a programme of complementary projects.

Learning Outcomes	Assessment Criteria	Exemplification
1 Understand principles, processes, tools and techniques of programme management.	1.1 Explain the roles and responsibilities of a programme manager. 1.2 Explain how to apply principles, processes, to programme management.	This may include: <ul style="list-style-type: none">• The differences between project and programme management• The roles and key responsibilities of a programme manager• Principles, processes, tools and techniques for managing programmes.
2 Be able to develop a programme plan.	2.1 Consult with stakeholders and programme sponsor(s) to develop and agree a plan. 2.2 Identify potential risks and contingencies. 2.3 Establish criteria for evaluating the programme on completion.	This may include: <ul style="list-style-type: none">• The programme sponsor(s) and their vision and objectives for the programme• Stakeholder needs and expectations• Organisational culture, policies and objectives that might impact on the programme plan• Availability of resources and internal procedures for managing finance• General personnel policies and procedures within the organisation

Learning Outcomes	Assessment Criteria	Exemplification
		<ul style="list-style-type: none"> • Sector specific legislation, regulations and codes of practice • How to establish if programme objectives have been achieved • Risks and contingency plans for dealing with these risks.
<p>3 Be able to communicate programme aims and plans to project managers.</p>	<p>3.1 Communicate how a programme links to an organisation's strategic targets.</p> <p>3.2 Communicate how individual projects link to the programme and each other.</p> <p>3.3 Communicate plans, roles and responsibilities to programme team members.</p>	<p>This may include:</p> <ul style="list-style-type: none"> • The importance of having a clear vision for the future • How to identify the different projects which will contribute to achievement of the overall programme • How to allocate roles and responsibilities to project managers • How to demonstrate the inter-dependency between projects and encourage different teams to support each other • How to agree SMART objectives (specific, measurable, achievable, realistic, time-bound).
<p>4 Be able to monitor project and programme progress.</p>	<p>4.1 Collect and analyse feedback on individual projects' progress.</p> <p>4.2 Review progress against the plan and wider developments affecting the programme.</p> <p>4.3 Communicate progress to the programme sponsor(s) and key stakeholders.</p> <p>4.4 Confirm completion of programme with programme sponsor(s) and stakeholders.</p>	<p>This may include:</p> <ul style="list-style-type: none"> • What management information will be required from project managers and the reporting procedures needed to gather this information • What to do if project managers and teams provide inadequate management information • How to consult with project managers and teams and support them to achieve their objectives • How to stay in touch with programme sponsors and the importance of re-affirming objectives.

Learning Outcomes	Assessment Criteria	Exemplification
5 Be able to evaluate a programme.	5.1 Evaluate the programme using agreed criteria. 5.2 Identify lessons learned for future programmes. 5.3 Acknowledge the contributions of programme team members.	This may include: <ul style="list-style-type: none"> • The relative importance of the evaluation criteria • How to measure the impact on the organisation's performance/productivity • How to recognise and communicate successes.

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which will need to be made available to the OCR external verifier.

Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. Assessment must be based on naturally occurring evidence from the workplace.

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and the assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

Guidance on assessment and evidence requirements

You should consult with your assessor to agree the most appropriate sources of evidence available to you in your environment. Examples of possible sources of evidence are shown below but this is not a definitive list nor are the examples shown mandatory:

- programme manager job description
- plans you have developed and resource requirements
- presentations or minutes of meetings with stakeholders
- objectives you have agreed with project managers
- progress reports you have produced
- feedback to and from stakeholders

Details of relationship between the unit and national occupational standards

This unit is based on the NOS produced by the Management Standards Centre (MSC)

Management and Leadership NOS unit F2, Manage a programme of complementary projects

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

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 you are not expected to reproduce other people's written work. For example:

- Association for Project Management www.apm.org.uk
- MAYLOR, H. (2010) *Project Management*. ISBN13: 9780273704324

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

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Evidence Record Sheet

Unit 17 Manage a programme of complimentary projects (F2)

I confirm that the evidence provided is a result of my own work.

Signature of candidate: _____ Date: _____

Evidence reference	Evidence title	Assessment method	LO1		LO2			LO3			LO4				LO5		
			1.1	1.2	2.1	2.2	2.3	3.1	3.2	3.3	4.1	4.2	4.3	4.4	5.1	5.2	5.3

I confirm that the candidate has demonstrated competence by satisfying all of the criteria for this unit.

Signature of assessor: _____ Name (in block capitals): _____ Date: _____

Countersignature of qualified assessor (if required) and date: _____

IV initials (if sampled) and date: _____ Countersignature of qualified IV (if required) and date: _____

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