

Ofqual unit number D/616/3221

RQF level 5

Guided learning hours 24

Total unit time 51

Aims of unit The ability to manage projects is a vital skill for all managers. This unit focuses on the knowledge and skills required to manage projects successfully and overcome problems and challenges. It requires the learner to evaluate the methods and tools for planning tasks and activities, as well as knowing how to implement and manage project activities, build stakeholder relationships, manage resources and risk, monitor progress and report on outcomes.

Keywords Projects, risk, planning, finance, resources, stakeholders, project risk, project activities, Gantt, planning, methodologies,

Learning outcome 1

Understand the role of projects in delivering organisational strategy

Assessment criteria

1.1 Analyse the **role** of projects in delivering organisational strategy

Indicative content

1.1 **Role** may include but is not limited to definitions of term 'project', projects vs BAU (Business as Usual), deliver organisation's strategy, achieve competitive advantage, innovation, support decision making, enable change.

Learning outcome 2

Understand processes for initiating, planning and managing projects

Assessment criteria

- 2.1 Analyse the **process** for initiating projects
- 2.2 Examine the impact of **legal, organisational** and **ethical** factors on projects
- 2.3** Discuss the use of **tools and techniques** to plan and manage projects in **different contexts**
- 2.4 Analyse **techniques** for working collaboratively with **stakeholders** to achieve project aims
- 2.5 Evaluate **methods** used for monitoring project progress
- 2.6 Discuss **methods** for reporting on project outcomes
- 2.7 Assess **approaches** for project closure

Indicative content

2.1 **Process** refers to process management and may include but is not limited to the creation of project initiation documents, defining purpose, objectives, key performance indicators (KPIs), scope, deliverables,

constraints, quality, assumptions, development of formal business case, success criteria, resource requirements (people, finance, equipment, time), Cost Benefit Analysis (CBA), risk analysis and assessment, defining project organisation, project team roles, stakeholder analysis, communications strategy, select technology.

2.2 **Legal** may include but is not limited to Health and Safety at Work Act 1974, Data Protection Act 1998, Freedom of Information Act 2000, Sale of Goods Act 1979, Equality Act 2010, Digital Economy Bill 2016, Working Time Directive 1998, Safeguarding Vulnerable Groups Act (SVGA), 2006, Communication Act 2003.

Organisational refers to data security and management and may include but is not limited to performance standards, customer service charters, HR and health and safety policies, safety and security, information security, confidentiality, conflict of interest, equality and diversity, communication, knowledge sharing protocols, procurement policies and procedures, risk assessment, Lean production, quality standards and policies, whistle blowing.

Ethical may include but is not limited to code of conduct, sustainability, corporate social responsibility, organisational values and culture, equality and diversity.

2.3 **Tools and techniques** refers to how to set up, plan, organise and manage a project and resources using relevant tools and techniques and may include but are not limited to Gantt charts, milestone charts, network diagrams, project plans, Critical Path Analysis (CPA), Work Breakdown Structure (WBS), project methodologies (e.g. PRINCE2 or other organisational specific methodologies).

Different contexts may include but are not limited to projects of different size, level of risk and complexity, internal or external, timescales, series of projects or one of a kind, project types (e.g. administrative, construction, IT, equipment or system installation, event or relocation, new product or service development, research, Human Resource management/restructure).

2.4 **Techniques** may include but are not limited to identify needs, build consensus, agree shared goals, create communications plan/approach, clarify roles and responsibilities, empower others.

Stakeholders refers to work collaboratively with others both inside and outside of the organisation and may include but are not limited to internal: team members, line managers, senior managers, board members; external: customers, pressure groups, government agencies; connected: suppliers, partners, contractors.

2.5 **Methods** used for monitoring against the project plan and may include but are not limited to time, quality and cost outputs, maintaining logs of quality issues and exceptions, planned vs actual monitoring forms, project meetings and huddles, risk review.

Evaluating may include but is not limited to performance (qualitative and quantitative) against outcomes.

2.6 **Methods** refer to the effective use of technology in an organisation, the production of reports providing management information and may include but are not limited to other forms of communication such as newsletters, notice boards, letters, memos, emails, briefings and meetings, presentations and briefings, video conferencing, intranet, emails, blogs, discussion forums, podcasts and webinars.

2.7 **Approaches** may include but are not limited to administrative closure (e.g. handover, team celebration, feedback from stakeholders, lessons learned/good practice workshops, re-allocate resources, finalise accounts, archive data and information, knowledge management, Post-Implementation Review (PIR), contract closure (e.g. terms and conditions, exit criteria).

Learning outcome 3

Understand the factors which contribute to effective project management

Assessment criteria

3.1 Discuss methods of managing **data and information** in a project environment

3.2 Assess the use of **problem solving and decision making techniques** when managing projects

3.3 Examine approaches to **identify, manage and mitigate** project risks

Indicative content

3.1 **Data and information** refers to the effective use of technology in an organisation, data security and management and the collation, analysis and interpretation of data and may include but are not limited to

assessing characteristics of data and information (accuracy, validity, reliability, timeliness, relevance, completeness).

3.2 Problem solving and decision making techniques may include but are not limited to root cause analysis, Fishbone Analysis (Ishikawa, c.1960s), Plan Do Check Act Cycle (PDCA) (Deming, c.1950s), Pareto Principle (Juran, c.1937), Cost Benefit Analysis (CBA), Return On Investment (ROI), Options Appraisal, OODA Loop (Boyd, 1998), PMI (Plus Minus Interesting) (De Bono, 2002), Ladder of Inference (Senge, 2006), options appraisal.

3.3 Identify and manage may include but are not limited to monitoring and managing costs in respects of expected and unexpected loss, net social cost benefit, employing risk mitigation techniques, improving ICT systems and procedures, up-skilling staff, avoid high risks, monitoring risk using effective risk reporting, senior management involvement, stress testing, event analysis.

Mitigate may include but is not limited to transferring risk, use of insurance policies, contingency planning, disaster planning, alternative risk transfer, risk avoidance, minimisation, prevention and prediction of risk.

Recommendations for assessment

Learners may approach the assessment in a number of ways. All assessment criteria must be met. The following opportunities are recommendations for guidance purposes only.

- 1 The learner may be asked to write an **account** or **assignment** on the principles of managing projects to achieve results.
- 2 The learner may be asked to respond to a **scenario** based on how they would plan and manage a project.
- 3 Learners may write a **report** based on the principles of planning and managing a project.
- 4 The learner may draw upon their **own experience** of planning and managing a project.
- 5 They may present **work based evidence** in the form of project initiation documents, project plans, risk management, monitoring and evaluation reports, and reflective accounts to meet all assessment criteria.

Further guidance

It is not a requirement for the learner to cover all aspects of the indicative content when completing the assessment. The learner is encouraged to select and present well-chosen information and examples to evidence they sufficiently understand the assessment criteria.

Relationship with other frameworks and occupational standards

This unit is mapped to the following requirements of the Apprenticeship Standard for Operations / Departmental Manager ST0385/01:

A. Operational Management

- A6 Data, security and management and the effective use of technology in an organisation
- A12 Produce reports, providing management information based on the collation, analysis and interpretation of data

B. Project Management

- B1 How to set up and manage a project using relevant tools and techniques; B4 Use relevant project management tools
- B2 Process management
- B3 Approaches to risk management
- B4 Use relevant project management tools
- B5 Plan, organise and manage resources
- B6 monitor progress against a project plan
- B7 identify risks and their mitigation

F. Building Relationships

- F8 Work collaboratively with others both inside and outside of the organisation

J. Decision Making

- J2 Problem solving and decision making techniques
- J4 Use effective problem solving techniques

Suggested reading/web resource materials

Reading/resource materials available on ManagementDirect

Checklists

- [Checklist 241 – Conducting a Risk Assessment for Projects](#)

Relevant Theories, Frameworks and Models

- Boyd (1998) OODA Loop
- Critical Path Analysis (CPA)
- De Bono (2002) PMI (Plus, Minus, Interesting)
- Deming (c.1950s) Plan Do Check Act Cycle – in PDCA
- Gantt
- Ishiwaka (c.1960s) Fishbone Analysis
- Juran (c.1937) Pareto Principle
- Kanban
- PMBok Body of Knowledge
- PRINCE2
- Rapid Applications Development (RAD)
- Scrum
- Senge (2006) Ladder of Inference
- Six Sigma
- SSADM
- Trello
- Work Breakdown Structure (WBS)

Please note: This list is provided to guide the learner to potential sources of information and is by no means exhaustive. The content of the list is liable to change. The content was checked for accuracy at the time of unit development.

Please note: all references to legislation may be subject to subsequent changes, deletions and replacements. ManagementDirect resources require CMI membership and a username and password.