



National Unit specification: general information

Unit title: Management of Projects

Unit code: FW01 12

Superclass: AF

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Summary

The purpose of this Unit is to enable candidates to develop the basic knowledge and skills required to plan, implement, review and evaluate a small scale project.

This Unit will provide candidates with knowledge of how to produce and carry out a project plan with the overall aim of bringing the project to a conclusion, while cooperating with others. In addition candidates will carry out an analysis of the completed project.

This Unit is suitable for candidates who will be involved in a project, or who hope to gain fundamental project management skills.

Outcomes

- 1 Produce a project plan while cooperating with others
- 2 Carry out the project plan while cooperating with others
- 3 Carry out an evaluation of the project

Recommended entry

Entry is at the discretion of the centre. No prior knowledge of project management is required.

Credit points and level

1 National Unit credit at SCQF level 6: (6 SCQF credit points at SCQF level 6*)

**SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

General information (cont)

Unit title: Management of Projects

Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes of this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

National Unit specification: statement of standards

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Acceptable performance in this Unit will be the satisfactory achievement of the standards set out in this part of the Unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

Outcome 1

Produce a Project Plan, while co-operating with others.

Performance Criteria

- (a) Contribute effectively to the analysis and investigation of a project brief.
- (b) Identify and agree tasks and resources required to achieve the project's aims.
- (c) Produce a project plan.

Outcome 2

Carry out the project plan while cooperating with others.

Performance Criteria

- (a) Contribute effectively to negotiating and agreeing task responsibilities within the team.
- (b) Contribute effectively to obtaining identified resources.
- (c) Carry out allocated role and individual tasks effectively, safely and on time.
- (d) Communicate information effectively.
- (e) Collate information from individual tasks and bring the project to a conclusion.

Outcome 3

Carry out an evaluation of the project.

Performance Criteria

- (a) Evaluate and describe the effectiveness of the project.
- (b) Evaluate and describe the effectiveness of own performance.
- (c) Identify areas for improvement.

National Unit specification: statement of standards (cont)

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Evidence Requirements for this Unit

Evidence is required to demonstrate that candidates have achieved all Outcomes and Performance Criteria.

Written and/or recorded oral evidence and performance evidence is required to demonstrate that the candidate can plan, participate in and evaluate a group project to the standard specified in the Outcomes and Performance Criteria.

For **Outcome 1**, evidence is required to show that candidates can:

- ◆ contribute to the analysis of a project brief. Candidates must explain the key aims of the given project, and the key requirements necessary in order to meet the project's aims
- ◆ identify potential tasks required and resources needed, through discussion and agreement with other team members
- ◆ produce a project plan which includes details of individual tasks to be allocated, resources required, schedule for implementation/completion, and criteria to be used for evaluation. As a minimum, criteria will include timescales, budget, objectives.

For **Outcome 2**, evidence is required to show that candidates can:

- ◆ contribute effectively to negotiating and agreeing on task responsibilities within the team, to support the organisation and implementation of the project
- ◆ contribute effectively to obtaining identified resources, in accordance with individual task responsibilities
- ◆ contribute effectively in terms of technical and non-technical skills in accordance with the project brief, allocated role and agreed project schedule
- ◆ communicate ideas and information effectively to team members
- ◆ collate information, and bring the project to a conclusion with other team members

For **Outcome 3**, evidence is required to show that candidates can:

- ◆ evaluate and describe the effectiveness of the project, using the criteria identified in the initial plan.
- ◆ evaluate their own performance and contribution to the project
- ◆ identify areas for improvement. This will include areas for improvement relative to effectiveness of group working, effectiveness of own work, and effectiveness of the completed project in meeting its aims.

National Unit specification: support notes

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This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

Where this Unit is delivered as a technical solution it partially aligns to the ESkills National Occupational Standards Unit IT/Technology infrastructure design and planning, competence (4.8.J.2) Carry out, under supervision, customer requirements for IT/technology infrastructure design and planning points (d) and (e).

It should be noted that this Unit is intended to allow for delivery in any area in which a project is relevant, and can be contextualised for delivery in any subject area.

This Unit is primarily intended to provide candidates with the experience of working in a small team (eg around 3-4 people) to carry out a specific task. An IT task could be, for example, to design and produce a computer network solution for a client, or set up a web server locally and produce a small website to a given brief. This might involve breaking the task down into smaller individual objectives, such as researching suitable web server software/solutions, website content, and identifying suitable web server technologies to achieve this task. Candidates could also be given a less technical task, and be asked to research a particular topic and produce an online presentation/slideshow to present their findings.

The main emphasis of the Unit is providing experience of aspects of project management, principally through working within a team to achieve an objective. The specific project objective/brief can be left to the discretion of the centre.

Individuals within each team will be required to negotiate goals, roles and responsibilities, support co-operative working and present the agreed project Outcomes within the timescale agreed by the team. Candidates will be responsible for their own tasks and will manage their own workload within the project.

The Unit has three Outcomes, each of which relates to a project stage, ie planning (stage 1 — Outcome 1), implementation (stage 2 — Outcome 2) and analysis (stage 3 — Outcome 3). Within projects, some specific tasks will require an emphasis on teamwork whereas others will require candidates to work alone manage their own individual task.

National Unit specification: support notes (cont)

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Guidance on learning and teaching approaches for this Unit

The method adopted for allocating individuals to each team is not prescribed. Places may be allocated to individuals (randomly, or otherwise) or candidates allowed to decide amongst themselves.

The project topic may be presented as a scenario or the team may agree a suitable topic with the tutor, eg to complete a task for a 'real' client. However, in either case, the topic should be factual, and not trivial. It is important to note that the scale should not be too wide, and should align easily with SCQF level 6.

Guidance on approaches to assessment for this Unit

This Unit consists of three Outcomes, which progressively develop the knowledge and skills required to work with a team to achieve an objective.

While candidates work with others, they are also required to manage individual project tasks and timescales to help achieve overall team and project objectives. The three Outcomes for this Unit are naturally closely linked and give candidates the experience of working with others to achieve objectives.

Outcome 1

Candidates will contribute and engage with other team members during team meetings to create a project plan. Evidence could be generated in the form of a checklist to provide evidence that candidates have participated in meetings to plan the project. Each candidate could produce a short report to document their knowledge on individual tasks, and their knowledge of the overall aims of the project. Copies of meeting dates, minutes, action points etc. could be maintained in a small project portfolio.

The project plan should be submitted by the team, but detail individual tasks, individual task timescales and overall project timescales. Though not essential, candidates may be given experience of using project management software for planning and scheduling the project.

Outcome 2

Candidates undertake their own individual tasks in line with allocated project timescales, as detailed in the project plan for Outcome 1. Team meetings could be held at this stage to communicate with team members on the status of individual tasks undertaken. A checklist could be completed to record candidates' input at meetings. Copies of meeting notes could be collated, as could examples of candidates' own individual work produced for allocated tasks. A final meeting, presentation or report by the team could be used to show the conclusion of the project.

National Unit specification: support notes (cont)

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Outcome 3

Candidates reflect on the project and their own personal contribution. Candidates could be asked to produce a report which evaluates the project, and reflects on their own individual contribution. In particular, candidates could reflect on whether the project objectives have been achieved on time and within budget and consider whether they personally delivered their task within the agreed timescales. Additionally, candidates could reflect on any problems within the group and in the implementation of the project. As they are asked to identify areas for improvement, the report could contain recommendations at a team and individual level which could be used for future projects.

Opportunities for the use of e-assessment

E-assessment may be appropriate for some assessments in this Unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all candidate evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. Further advice is available in *SQA Guidelines on Online Assessment for Further Education (AA1641, March 2003)*, *SQA Guidelines on e-assessment for Schools (BD2625, June 2005)*.

Opportunities for developing Core Skills

In this Unit candidates will develop project management and team working skills.

Candidates will work co-operatively with others to:

- ◆ analyse the requirements of a given brief
- ◆ investigate and discuss possibilities for meeting the given brief
- ◆ agree an approach
- ◆ contribute to the production of a project plan identifying tasks, resources and timescales
- ◆ negotiate goals, roles and responsibilities
- ◆ carry out own tasks in agreed timescale
- ◆ evaluate effectiveness of project
- ◆ review own contribution to the project and make recommendations for self development

This means that as candidates are doing this Unit they will be developing aspects of the Core Skills of *Problem Solving*, *Communication* and *Working with Others*.

In addition, whilst completing this Unit, candidates may develop aspects of the following Core Skill where specific learning and teaching approaches are adopted:

- ◆ *ICT* — candidates may be given experience of using Project Management software for planning and scheduling the project.

National Unit specification: support notes (cont)

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Disabled candidates and/or those with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering whether any reasonable adjustments may be required. Further advice can be found on our website www.sqa.org.uk/assessmentarrangements

History of changes to Unit

Version	Description of change	Date

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