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# PROJECT MANAGER DEGREE APPRENTICESHIP

UNIVERSITY OF CUMBRIA PROJECT ACADEMY

Steve Wood – Employer Engagement Manager

Charles Dobson – Academic Lead

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June 2023



# OVERVIEW

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- Summary of Apprenticeships
- Context - Project Management at the University of Cumbria
- Level 6 Project Manager Degree Apprenticeship
  - Programme & Modules
- Delivery Tools & Learning Experience
- Next steps and questions

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# APPRENTICESHIPS



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# WHAT IS AN APPRENTICESHIP?

An apprenticeship is a paid job where an employee learns and gains valuable experiences.

Applicable to both new and current staff

Different apprenticeship levels equate to different qualification levels.

<u>Level</u>	<u>Equivalent education level</u>	
2	GCSE	Intermediate
3	A level	Advanced
4,5,6 and 7	Foundation degree and above	Higher
6 and 7	Bachelors or masters degree	Degree

Combines:

- on-the-job training and mentorship in the workplace, with
- an off-the-job training programme in normal working hours



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# OFF-THE-JOB LEARNING

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Statutory requirement for an apprentice to spend a proportion of their paid time 'off-the-job'.

This involves essential training to help the apprentice gain the skills needed to complete their apprenticeship.

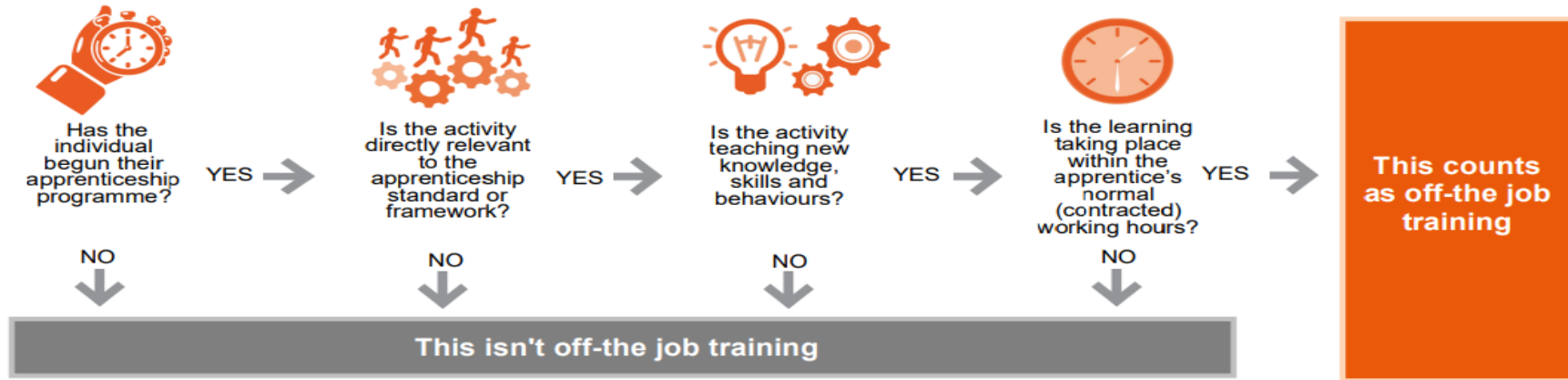
Off-the-job training can include:

- Teaching theory (e.g. classroom lessons, lectures and online learning)
- Practical training (e.g. shadowing, mentoring, industry visits)
- Learning support and time to write assignments

The training can take place in or out of the work environment.

# OFF-THE-JOB LEARNING

## Off-the-job training: steps to help you determine whether an activity counts as off-the-job training



### Key facts

- 1** Off-the-job training must make up at least 20% of the apprentice's contracted hours, over the total duration of the apprentice's planned training period.
- 2** Off-the job training can be delivered in the apprentice's normal workplace or at an external location.
- 3** Progress reviews and on-programme assessments do not count towards 20% off-the-job training, as they do not deliver new knowledge, skills and behaviours.
- 4** If needed, English and maths training must be on top of the 20% off-the-job training requirement.

Brought to you by  
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Apprenticeship  
Service

You can find further details about off-the-job training including best practice examples in the [apprenticeship funding rules](#) and the [apprenticeships: off-the-job training](#) guidance on GOV.UK.

# TRIPARTITE REVIEWS

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Regular review meetings between the Employer, the Training Provider and the Apprentice

Monitor Progress against SMART Targets

- Specific, Measurable, Attainable, Relevant and Timely

Support to the employer and apprentice

Measure Competence

- Standard
- Maths / English

Address any issues or concerns

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# PROJECT MANAGEMENT AT THE UNIVERSITY OF CUMBRIA





# UNIVERSITY OF CUMBRIA PROJECT ACADEMY

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Supported and delivered by the University of Cumbria Project Academy

- PMDA is part of a comprehensive portfolio of project management programmes

Learners

- To date 600 + apprentices, work-based and employer-sponsored students
- To date 400 + at various stages of PMDA Apprenticeship

Team of 20+ academic staff, plus associate staff

- Backgrounds include IT, Engineering, Financial Services, Health, Nuclear, Armed Forces and Transport Management

Delivering to multiple sectors enabling rich contextual experience

Degree written alongside the Standard

- UoC academic lead for Trailblazer group
- Degree fully aligned and not retrofitted
- Mature programme with proven positive learner experience
- Programme designed for online delivery

First UK HEI approved for End Point Assessment

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# PROJECT MANAGEMENT EMPLOYER PARTNERS



# NHS TRUSTS ALREADY ON PROGRAMME



Leadership Academy



Bridgewater  
Community Healthcare  
NHS Foundation Trust



South West London and  
St George's Mental Health  
NHS Trust



*Health Education England*



North Yorkshire  
Clinical Commissioning Group



London North West  
University Healthcare  
NHS Trust



Wirral University  
Teaching Hospital  
NHS Foundation Trust



United Lincolnshire  
Hospitals  
NHS Trust



Salisbury  
NHS Foundation Trust



London North West  
University Healthcare  
NHS Trust



North Cumbria  
Clinical Commissioning Group



Tameside and Glossop  
Integrated Care  
NHS Foundation Trust

University Hospitals  
Coventry and Warwickshire  
NHS Trust



Cumbria, Northumberland,  
Tyne and Wear  
NHS Foundation Trust



Liverpool  
Clinical Commissioning Group

South London and Maudsley  
NHS Foundation Trust



The Royal Wolverhampton  
NHS Trust



Leeds  
Clinical Commissioning Group



Gloucestershire Health and Care  
NHS Foundation Trust

University Hospitals  
of Morecambe Bay  
NHS Foundation Trust



North Bristol  
NHS Trust



North Tees and Hartlepool  
NHS Foundation Trust



# LEVEL 6 PROJECT MANAGER DEGREE APPRENTICESHIP

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Integrated Degree Apprenticeship leading to

- BSc Project Management
- APM PMQ and MAPM eligibility
- NHS Leadership Academy Award in Healthcare Leadership\*

Areas covered:

- Development of robust business cases
- Governance of projects
- Project planning and control
- Stakeholder and communications management
- Schedule development and management
- Procurement and contract management
- Scope identification and management
- Risk identification and management
- Quality management
- Leading and managing teams



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# LEVEL 6 PROJECT MANAGER DEGREE APPRENTICESHIP

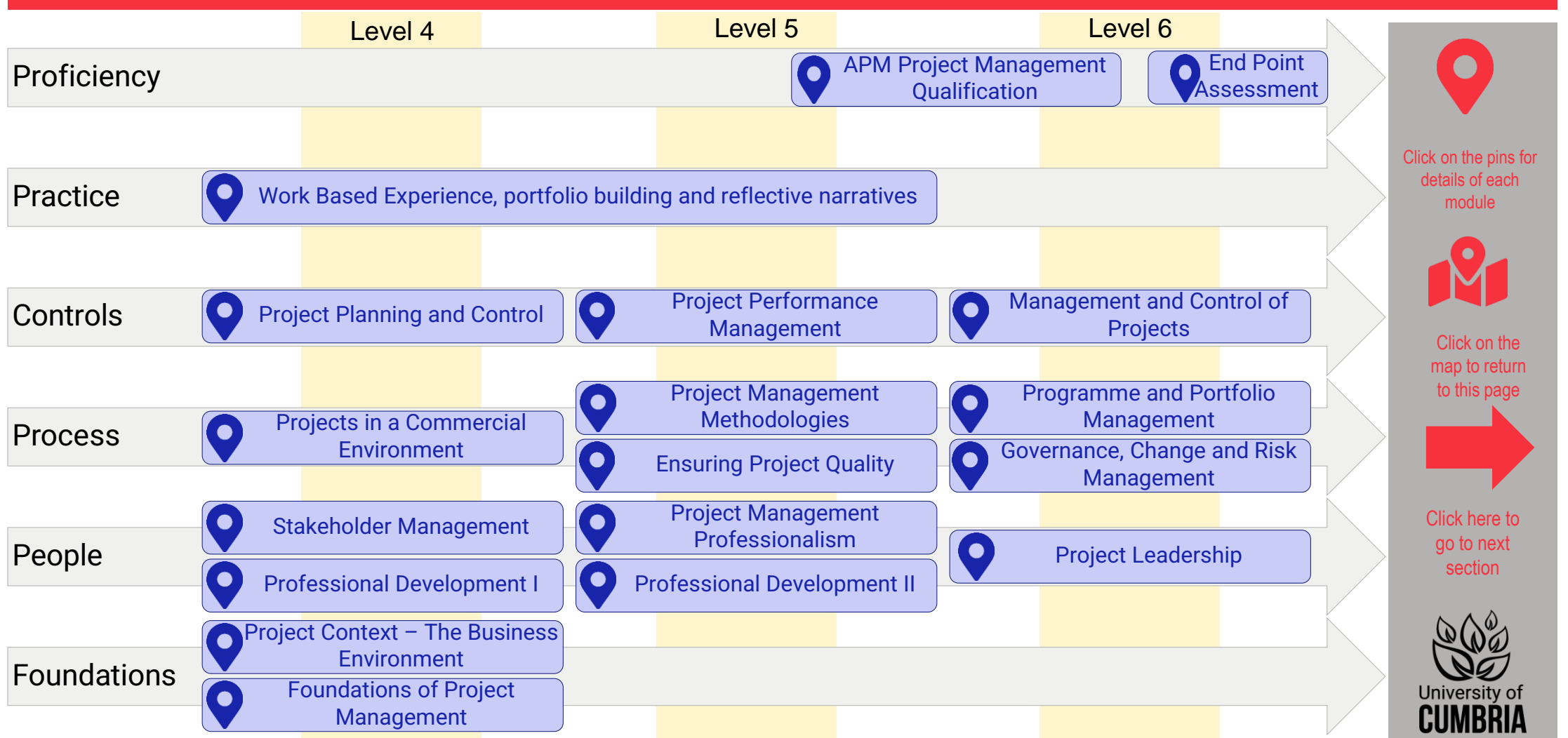
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# PROGRAMME, MODULES AND DELIVERY

Charles Dobson – Principal Lecturer, Project Management & Industrial Skills



# PROGRAMME AND MODULES



Click on the pins for details of each module



Click on the map to return to this page

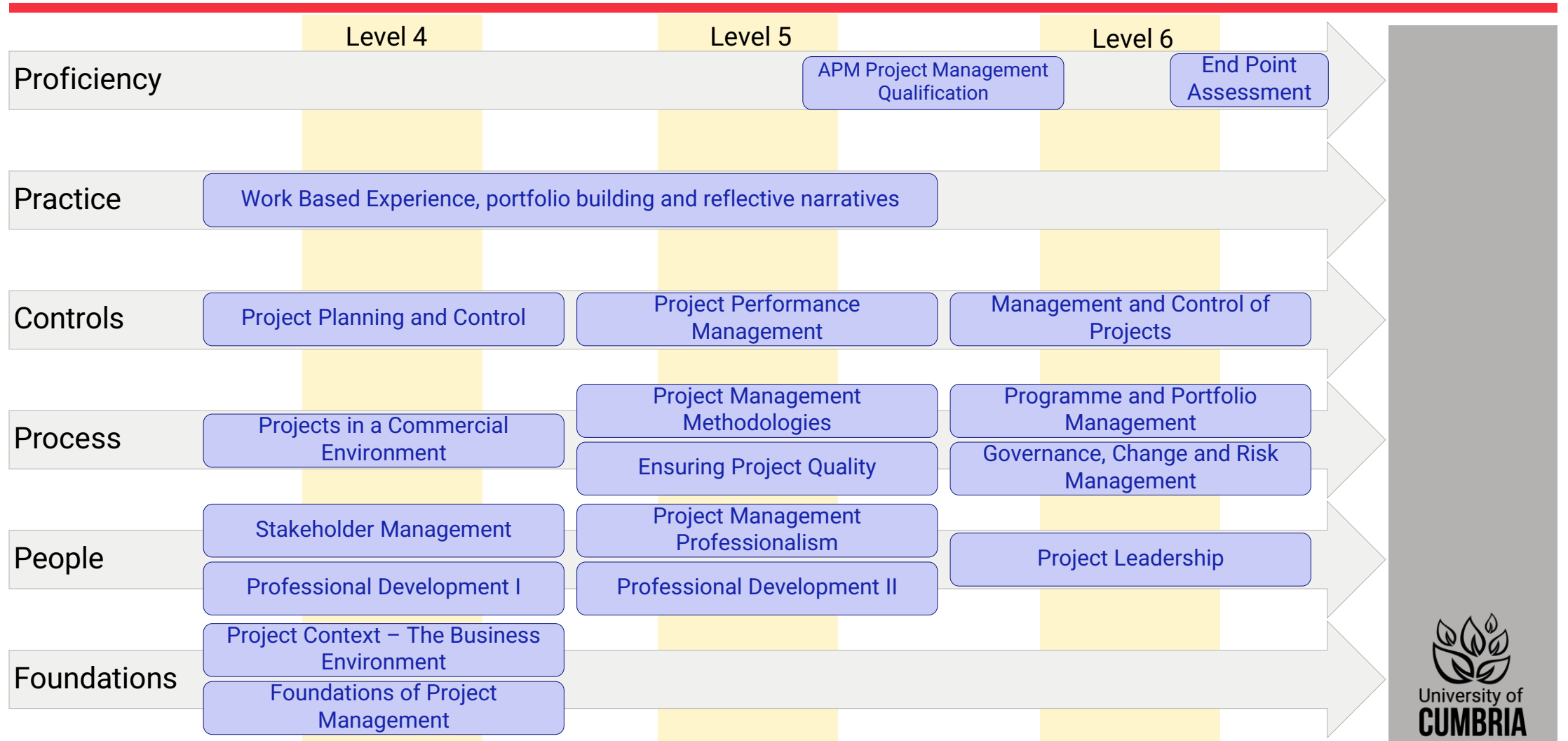


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# PROGRAMME AND MODULES





# FOUNDATIONS OF PROJECT MANAGEMENT (HPRO4001)

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## Learning Outcomes

- Explain the purpose of projects and describe a typical project lifecycle
- Explain the difference between projects and business as usual activities
- Demonstrate a fundamental awareness of the principles of project management

## Assessment

- Practical task based on planning and resource utilisation
- Multiple choice test on PM knowledge

## Mapping to PMDA KSBs

- Knowledge – K1, K2, K5, K6 and K9

Level  
**4**

HPRO4001



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# PROFESSIONAL DEVELOPMENT I (HPRO4011)

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## Learning Outcomes

- Communicate information in a clear, concise manner
- Identify and use appropriate tools, techniques or software based on task requirements
- Create and deliver a short presentation to satisfy a given brief

## Assessment

- Prepare and deliver (or pre-record) a 5-minute presentation
- Portfolio demonstrating personal and professional development

## Mapping to PMDA KSBs

- Behaviours – B1, B2, B3, B5

Level  
**4**

HPRO4002



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# PROJECT CONTEXT: THE BUSINESS ENVIRONMENT (HPRO4003)

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## Learning Outcomes

- Explain the role that projects play in Business and Organisations
- Explain the concept of 'benefits' and how these might be realised in projects
- Understand the importance and use of the project business case
- Perform a financial appraisal to determine project viability

## Assessment

- Test that assesses knowledge and understanding of business case development and investment appraisal techniques
- Written Report – Critique of a Business Case

## Mapping to PMDA KSBs

- Knowledge – K1, K2, K5, K6, K11
- Skills – S1, S2

Level  
**4**

HPRO4003



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# PROJECTS IN A COMMERCIAL ENVIRONMENT (HPRO4004)

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## Learning Outcomes

- Explain a typical procurement process
- Demonstrate knowledge of a variety of methods for supplier reimbursement and contract relationships
- Explain a typical supplier selection process
- Select and justify an appropriate procurement strategy for a simple project

## Assessment

- Test checking understanding of commercial contracting options
- Written Report on the procurement process

## Mapping to KSBs

- Knowledge – K2, K6, K8, K9
- Skill – S6

Level  
**4**

HPRO4004



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# STAKEHOLDER MANAGEMENT (HPRO4006)

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## Learning Outcomes

- Explain the concept and practice of stakeholder management
- Explain the key contents and purpose of a communication plan
- Explain the concepts of conflict and conflict management
- Describe common conflict management methods, for example negotiation

## Assessment

- Portfolio demonstrating understanding of the learning outcomes

## Mapping to KSBs

- Knowledge – K2, K3, K6
- Skill – S3

Level  
**4**

HPRO4006



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# PROJECT PLANNING AND CONTROL (HPRO4007)

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## Learning Outcomes

- Apply the concepts of project planning
- Demonstrate an understanding of project scope and how it should be managed
- Develop a workable schedule for a simple project
- Explain how costs can be controlled on a project and be able to demonstrate the use of EVM in monitoring costs and progress

## Assessment

- Practical Test - Software based planning activity
- Test on earned value management

## Mapping to KSBs

- Knowledge – K1, K5, K10
- Skill – S4, S7, S8

Level  
**4**

HPRO4007



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# WORK EXPERIENCE, WORK BASED LEARNING

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Throughout the apprenticeship, students will be gathering evidence to demonstrate their progress towards and achievement of the Knowledge, Skills and Behaviours as defined in the apprenticeship standard

At level 4, students will be generating small items of evidence and developing their skills of recording this and reflecting on what they collect

At level 5, students will begin to understand their broader progress towards the standard and identify areas of weakness or even gaps which they will need to address

At level 6, students will begin the process of pulling together a definitive portfolio of evidence, ideally utilising a select few items of evidence that each demonstrate multiple Knowledge, Skills or Behavioural elements of the apprenticeship standard

# PROJECT PERFORMANCE MANAGEMENT (HPRO5002 )

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## Learning Outcomes

- Interpret project progress using recognised metrics and measurement techniques
- Propose actions that could be taken to address project performance problems
- Choose appropriate key performance indicators by which to measure progress

## Assessment

- Exam / Test on interpreting project progress performance data
- Written report on the design and development of appropriate measurement approaches

## Mapping to KSBs

- • Knowledge – K1, K5, K6
- • Skills – S4, S7, S8

Level  
**5**

HPRO5003



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# PROJECT MANAGEMENT PROFESSIONALISM (HPRO5003)

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## Learning Outcomes

- Discuss project management professional bodies and what these aim to achieve
- Reflect on project management practice (reported, observed or experienced)
- Identify how project professionalisation shapes the approach to managing contemporary projects

## Assessment

- Essay exploring a topic related to project management professionalism
- Group presentation exploring a real project

## Mapping to KSBs

- Knowledge – K1, K3
- Skills – S3
- Behaviour – B1, B3

Level  
**5**

HPRO5004



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# PROJECT MANAGEMENT METHODOLOGIES (HPRO5004 )

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## Learning Outcomes

- Demonstrate a detailed knowledge of one specific project management methodology / approach
- Compare project management methodologies and discuss their suitability for a specific situation
- Interpret project challenges and discuss how different approaches to project management could influence progress and performance

## Assessment

- Exam / Test on a specific approach to managing projects
- Written report based on a case-study (student choice)

## Mapping to KSBs

- Knowledge – K2, K5, K9, K11
- Skills – S1, S4, S5, S7

Level  
**5**

HPRO5005



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# ENSURING PROJECT QUALITY (HPRO5005)

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## Learning Outcomes

- Apply the concepts of quality to the specific context of projects and project management
- Differentiate between aspects of quality management such as planning, assurance, control and improvements
- Apply the principles of quality management to a given scenario

## Assessment

- Exam / Test assessing understanding of key quality principles
- Written report on quality in the context of projects

## Mapping to KSBs

- Knowledge – K3, K5, K6, K7
- Skills – S7

Level  
**5**

HPRO5006



# PROFESSIONAL DEVELOPMENT II (HPRO5006)

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## Learning Outcomes

- Demonstrate application of project management techniques as identified by an appropriate standard
- Prepare and present evidence to demonstrate achievement of project management knowledge, skills and behaviours
- Capture evidence from a variety of sources and evaluate your professional development
- Evaluate personal progress towards clearly identifiable targets

## Assessment

- Personal report assessing progress being made against a defined standard (the apprenticeship standard)
- Reflective report on progress being made towards achieving the degree apprenticeship in project management

## Mapping to KSBs

- This module allows for formative development of any of the KSB's

Level  
**5**

HPRO5005



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# PROGRAMME AND PORTFOLIO MANAGEMENT (HPR06002)

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## Learning Outcomes

- Critically evaluate the management of projects, programmes and portfolios (3P) and explain the impact this can have on project management practitioners
- Discuss accepted methods of project selection and work prioritisation and critically evaluate the implementation of these techniques in a specific context
- Recommend beneficial changes that could be made to 3P Management practices in a specific organisational setting

## Assessment

- Group presentation exploring the 3P's
- Written report with recommendations

## Mapping to KSBs

- Knowledge – K1, K2, K4, K5, K6, K9, K11
- Skill – S1, S2

Level

6

HPR06002



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# PROJECT LEADERSHIP (HPR06003)

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## Learning Outcomes

- Critically examine leadership models and their relevance for a range of project management contexts
- Evaluate the impact of contemporary issues on project activities
- Critically reflect upon project leadership decisions from multiple perspectives

## Assessment

- Report based on evaluation of common leadership models
- Report on a specific context for leadership of projects

## Mapping to KSBs

- Knowledge – K3
- Skill – S3
- Behaviour – B1, B2, B3, B4, B5, B6

Level  
**6**

HPR06003



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# GOVERNANCE, CHANGE AND RISK MANAGEMENT (HPR06004)

## Learning Outcomes

- Critically examine frameworks and methodologies used to ensure that the management of projects within programmes and portfolios is consistent
- Critically reflect upon approaches to risk, issue and change management and interpret the impact these have on project activity
- Critically evaluate the continued use of the business case during the extended project life cycle

## Assessment

- Examination – currently being done in an online format (limited time window and word limits on questions)

## Mapping to KSBs

- Knowledge – K1, K3, K4, K5, K6, K9, K10
- Skill – S1, S2, S5, S7

Level  
**6**

HPR06004



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# MANAGEMENT AND CONTROLS OF PROJECTS (HPRO6005)

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## Learning Outcomes

- Apply advanced project planning techniques
- Explain and discuss the establishment and maintenance of the project baseline
- Critically evaluate project planning and control techniques

## Assessment

- Examination – currently being done in an online format (limited time window and word limits on questions)

## Mapping to KSBs

- Knowledge – K5, K9, K10
- Skill – S4, S7

Level  
**6**

HPRO6005



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# APM PMQ

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- Apprentices are required to achieve an IPMA (International Project Management Association) Level D equivalent qualification
- We use the APM PMQ for this
- Typically taken after completion of level 5 modules
- Must be passed before a student can proceed to End Point
- Further information from the [APM website](#)



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# END POINT ASSESSMENT

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## Learning Outcomes

- Demonstrate satisfactory achievement of the knowledge, skills and behaviours identified in the Project Manager Degree Apprentice occupational standard assessment method 1
- Demonstrate satisfactory achievement of the knowledge, skills and behaviours identified in the Project Manager Degree Apprentice occupational standard assessment method 2

## Assessment

- Report on a Project
- Professional Review (informed by the above report and the apprentices' portfolio of evidence)

## Mapping to KSBs

- This module assesses all PMDA KSBs

Level  
**6**

HPR06101



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# MODULE OVERVIEW

# MODULES - LEVEL 4

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Foundations of Project Management

Professional Development I

Project Context – The Business Environment

Projects in a Commercial Environment

Stakeholder Management

Project Planning and Control

# MODULES – LEVEL 5

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Project Performance Management

Project Management Professionalism

Project Management Methodologies

Ensuring Project Quality

Professional Development II (40 credits)

APM Project Management Qualification

# MODULES LEVEL 6

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Programme and Portfolio Management

Project Leadership

Governance, Change and Risk Management

Management and Control of Projects

Project Manager Degree Apprenticeship EPA (40 credits)

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# PROGRAMME DELIVERY

# DELIVERY STYLE AND LEARNER EXPERIENCE

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## Experiential learning

- Context drawn out in discussions on specific topics, facilitated by tutors but driven by the apprentice input

## Programme developed for online delivery

- Learning broken into sensible sized chunks, delivered as either pre-prepared slides, PDFs or videos
- Learning enhanced through exercises, short tests, group activities
- Synchronous face-to-face online delivery
- Day release during University term time

## Orientation

- Technology familiarisation
- Introductions, group activities, ice breaking, relationship building

## Live sessions – involvement and engagement

- Q&A sessions, quick polls / surveys, breakout rooms, group activities, longer group activities and presentations
- Annual PM Summer School – Lancaster Campus
- Lunchtime sessions with guest lectures

## Mix and mingle

- Different working groups; social spaces



# TOOLS FOR ONLINE DELIVERY

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## Blackboard & Collaborate

- VLE for the modules and content, including a video conferencing plug-in that enables discussions, break-out rooms and interaction in the 'live' sessions

## Pebblepad

- e-portfolio tool to enable evidence to be collected, tagged and referenced against the standard

## OneSearch

- portal to extensive library resources

## Aptem

- apprenticeship management system being used to track the apprentice journey from application through to completion, including employer dashboard

Blackboard

PebblePad

OneSearch

aptem.  
apprenticeship technology



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# CONCLUSIONS

# WHY CHOOSE THE UNIVERSITY OF CUMBRIA?

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## Degree written alongside the Standard

- UoC member of Trailblazer group
- Degree fully aligned and not retrofitted
- Mature programme with proven positive learner experience

## Supported by the University of Cumbria Project Academy

- Delivered as part of a wider portfolio of project management programmes
- Specialist team of practitioners focusing on delivery

Delivering to multiple sectors enabling wide contextual experience

Experiential approach: “learning through reflection on doing”

Programme designed for online delivery

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# NEXT STEPS, APPLICATIONS, ETC.

# ELIGIBILITY

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All applicants must be able to demonstrate:

- Eligible to study in the UK - if on a visa it needs to last the length of the programme
- Evidence of Functional skills Level 2 or GCSE A-C / 4-9 in Maths and English
- Evidence of Level 3 qualification e.g. A-Levels, BTEC, Level 3 Apprenticeship qualification or equivalent
- A Job description that demonstrates a link between the individual's role and the apprenticeship standard being studied
- All apprentices must have the support of both their line manager and employer

# APPLICATION PROCESS

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Employer identifies appropriate candidates and notifies University

University emails candidates an application link to apprenticeship management system, Aptem

Candidates complete:

- Standard application form
- Skill scan
- Upload qualifications and supporting documentation
- BKSB Maths & English Assessment

University reviews applications and provides confirmation of start of programme

It will also be necessary for the university, employer and apprentice/s to meet before the start date to discuss the content of the learning plan and sign the compliance documents required for the apprenticeship.

Next intake starts September 2023

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# What our partners say about us

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**a delight to work with**      **everything has been a smooth process**      always on-hand  
efficient and effective working relationship      **passion for developing their students**

all requests dealt with in a timely and professional manner

**in-depth understanding of our apprentices' progress**

regular employer provider review meetings

**a very high performing provider**

[information sharing allows us] to plan workload and training in the workplace in line with the taught curriculum

**they are exceptional at what they do**

interaction and communication from the 'Uni Team' have been really good

**we can keep on top of the apprentices' progress**

**always open to discussion and collaboration**

**seamless and straightforward**

**the apprentice is at the heart of everything they do**

academic team have broad range of backgrounds

**completed on time, first time**

**onboarding process was a painless experience for all**

always make themselves available

very effective partnership



# QUESTIONS AND CONTACT

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Standard

<https://www.instituteforapprenticeships.org/apprenticeship-standards/project-manager-integrated-degree-v1-0>



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