PROJECT MANAGER

Degree Apprenticeship including Mary Seacole Programme

Online delivery

NHS
Project
Futures

NHS

SHAPING THE NHS PROJECT PROFESSION

University of
CUMBRIA

PROJECT
Academy

PROJECT MANAGEMENT DEGREE

The University of Cumbria Degree Apprenticeship allows learners to achieve a BSc (Hons) in Project Management and complete an apprenticeship at the same time, allowing them to develop the knowledge, skills and behaviours required to be a successful and accredited Project Manager.

Apprentices will be provided with everything they need to know to successfully deliver projects in a range of business sectors and subject areas. Graduates of the programme will be eligible for full Membership of the Association for Project Management (APM).

The programme is designed to cover the entirety of the APM's Body of Knowledge and covers areas such as:
- 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

The NHS Pathways programme offers the opportunity for apprentices from NHS and other healthcare organisations the option to complete the Mary Seacole leadership programme as part of their programme of study.

We deliver a robust academic programme which gives apprentices, of all abilities and backgrounds, the opportunity to attain a degree level education. We provide learners with the theoretical knowledge and understanding of project management that complements the experience gained in the workplace. The combination of theory and practice helps apprentices develop as critical, reflective thinkers and lifelong learners.

Apprentices will be encouraged to see the links between theory and practice in the workplace, and develop knowledge, skills and behaviours progressively in line with the Project Manager Degree Apprenticeship Standard.

Please see https://www.cumbria.ac.uk/study/courses/apprenticeships/project-manager-degree-apprenticeship/ for further details on our programme, including a downloadable copy of the detailed Programme Specification.

CASE STUDIES

Tom Hooper, Improvement Project Lead, Northumberland, Tyne and Wear NHS Foundation Trust

I have just finished the second year of the PMDA and I feel the programme has helped me take the next steps in my career working now as a project manager from a project support officer role.

My approach to projects has changed since I started the PMDA and is still evolving as I approach third year, we are not learning one methodology or one way to do things, it's about what works in the real world. Alongside our own experiences as a cohort we are all learning from one another from different industries.

I am bringing new and a different project techniques and methodologies that aren't being used in our organisation - it's a different way of looking at projects to how they are currently run.

I would recommend anyone study at UoC, it has been a great experience so far learning with the university. They can provide guidance on how to manage your day to day work - they don't just deliver the knowledge aspect of the apprenticeship.

Evie Elford, Commercial Client Procurement Manager, Salisbury NHS Foundation Trust

So far my experience has been excellent - the online course delivery has been expertly executed and the lecturers and tutors have been very supportive.

I have completed one module on the programme so far and it has made me think of how I will start a project and everything I need to cover. I had very limited experience and knowledge in project management before starting the programme so it has enabled me to know and understand the basics.

I hope it will enable me to have a high quality skill set to undertake projects enabling more opportunities for the NHS.

I would recommend the University of Cumbria, the online delivery has been flawless.

PROGRAMME DESIGN

The standard University of Cumbria programme takes around four years to complete, with start dates in April and September. Those with some experience, or who have completed the Level 4 Associate Project Manager apprenticeship, may be able to start directly on the second year of the programme, leading to completion in around three years.

The programme is delivered in a full time day-release model incorporating an initial period for orientation before progressing to day release for the delivery of substantive content. Each year of study involves a series of modules that focus on particular aspects of Project Management. Each module is typically taught on its own (approximately six weeks), to enable study to be focussed on a single subject and one set of assessments.

The course also includes generic study skills to enable progression through the course and development as a learner. At level 5 there is a year-long Portfolio building module that sits alongside the main subjects.

	Module Title	Aims of module
Academic level 4	Foundations of Project Management	Provide students with a broad understanding of the principles of project management which will enable them to make a positive contribution to project work in an organisational setting.
	Project Context – the Business Environment	Understanding of how projects contribute to businesses operating in a global economy; the need for projects in organisations, how they fit within organisational structures and common project lifecycles.
	Project Planning and Control	Provide practical skills and techniques for planning, monitoring and controlling a project; understand importance of project planning.
	Projects in a Commercial Environment	Explain importance, purpose and structure of a typical procurement process, with a focus on project work and managing the risks involved.
	Stakeholder Management	Understand the importance of communication in project management and of developing effective communication plans to inform and manage project team members, sponsors, project boards and wider stakeholders.
	Professional Development I	Develop skills in a broad range of professional competencies such as interpersonal communication skills, team-working, clear writing, delivering presentations and the use of IT.
	APM Project Management Qualification	Complete the APM examination, a core element of the Project Manager Degree Apprenticeship standard.

PROGRAMME DESIGN

	Module Title	Aims of module
Academic level 5	Project Performance Management	Develop appreciation of the tools and techniques of performance management with a specific focus on project management, the measurement of its performance and ways this can be improved.
	Project Management Professionalism	Develop appreciation of project management as a profession, and of a professional body of knowledge and practice; explore the concepts of governance and corporate social responsibility.
	Project Management Methodologies	Develop understanding of a range of project management methodologies.
	Ensuring Project Quality	Explore and discuss the concept of quality, quality processes and what these mean in the context of projects and project management.
	Professional Development II (40 credits)	Develop and reflect upon achievement of identified knowledge, skills and behaviours against a defined standard.
	Mary Seacole programme	Develop skills to lead successful teams, lead for improvement and champion compassionate patient care.

	Module Title	Aims of module
Academic level 6	Programme and Portfolio Management	Develop ability to critically evaluate organisational approaches to the formation, management and control of programmes and portfolios and their relationship and interdependencies with projects.
	Project Leadership	Develop ability to identify, evaluate and apply leadership styles taking into account aspects such as teams, project complexity, roles, organisational structure and internal and external stakeholders.
	Governance, Change and Risk Management	Develop ability to critically evaluate project governance processes e.g. as used to develop standard project management practice, manage changes to scope and identify and manage risk.
	Management and Control of Projects	Develop understanding of methods for managing activities and measuring and reporting progress.
	Project Manager Degree Apprenticeship EPA (40 credits)	Complete the end-point assessment for the Project Manager Degree Apprenticeship standard.

All modules listed must be taken. All modules are worth 20 credits unless stated otherwise.

MARY SEACOLE PROGRAMME

Designed by the NHS Leadership Academy in partnership with global experts, the Mary Seacole is for first time leaders in healthcare with responsibility for people and services. The programme is grounded in reality and results in real workplace application. It provides balance between learning the theory and putting it into practice, and empowers people in their first formal leadership position to turn their success into consistent team success and to champion compassionate patient care.

The Mary Seacole programme iconsistes of 12 units with 100 hours of online study, plus three full-day behavioural workshops. For further information, please see https://www.leadershipacademy.nhs.uk/programmes/mary-seacole-programme/

	Unit Title	Content of unit
Mary Seacole Programme	Why leadership matters	Introduction to programme, stages of personal development, and personal values
	Patients, care, and context	Patient experience and their stories, patient leadership, patient safety, and human factors
	Myself and my role	Definitions of management and leadership and ways of thinking about leadership
	Teams and success	Team dynamics, leadership responsibility, and inclusion
	Relationships, influence, and your system	Relationship mapping, influencing others, negotiation, and looking at the broader care system
	Impact of organisational culture	What is meant by organisation culture, how it is developed, and your role as a leader
	Focus on performance	What is meant by performance, different views on performance, creating the climate for performance, and performance management
	Leading for improvement	Improvement, the model for improvement, and how to make improvements
	Recruitment and selection	Four additional management units covering • Recruitment and selection • Appraisal • Financial fundamentals • HR fundamentals, focusing on skills,behaviour, and knowledge
	Appraisal	
	Finance fundamentals	
	HR fundamentals	

DELIVERY PLAN

Each module is taught typically over a six week period, with additional study weeks between modules where appropriate for assessment purposes. A typical study day incorporates 6 hours of scheduled learning.

		Module	Assessment Method
Year 1	Apr-May	Foundations of Project Management	Practical Assessment and Exam
	Jun-Jul	Project Context – The Business Environment	Written Assessment and Written Examination
	Sep-Nov	Project Planning and Control	2 x Practical Assessments
	Nov-Jan	Projects in a Commercial Environment	Written Assessment and Written Examination
	Feb-Mar	Stakeholder Management	Portfolio
	Mar-May	Professional Development 1	Presentation and Portfolio
	May / Jun	APM Project Management Qualification	Written Examination
Year 2	Sep-Oct	Project Performance Management	Practical and Written Assessment
	Nov-Jan	Project Management Professionalism	Practical and Written Assessment
	Jan-Feb	Project Management Methodologies	Online Examination and Written Assessment
	Mar-Apr	Ensuring Project Quality	Written Assessment and Written Examination
	All year	Professional Development II	Portfolio and Written Assessment
Year 3	Oct-Nov	Programme and Portfolio Management	Presentation and Written Assessment
	Nov-Dec	Project Leadership	Written Assessment and Written Examination
	Jan-Feb	Governance, Change and Risk Management	Written Examination
	Feb-Mar	Management and Control of Projects	Written Examination
Year 4	All year	Project Manager Degree Apprenticeship EPA Work based, supported by tutorials throughout the year	Report, Presentation and Interview

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	Mar-May	Professional Development 1	Presentation and Portfolio
	May / Jun	APM Project Management Qualification	Written Examination
Year 2	Sep-Oct	Project Performance Management	Practical and Written Assessment
	Nov-Jan	Project Management Professionalism	Practical and Written Assessment
	Jan-Feb	Project Management Methodologies	Online Examination and Written Assessment
	Mar-Apr	Ensuring Project Quality	Written Assessment and Written Examination
	All year	Professional Development II	Portfolio and Written Assessment
	Apr-Sep	Mary Seacole Programme	Workshop Attendance, Online Contributions and Written Assessment
Year 3	Oct-Nov	Programme and Portfolio Management	Presentation and Written Assessment
	Nov-Dec	Project Leadership	Written Assessment and Written Examination
	Jan-Feb	Governance, Change and Risk Management	Written Examination
	Feb-Mar	Management and Control of Projects	Written Examination
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ONLINE LEARNING

Online learning at the University of Cumbria is an interactive experience that makes use of a range of technologies and media types to provide a rich learning environment. As far as possible we aim to replicate the physical classroom experience but with the advantage of being in any location. Apprentices can study anywhere with reliable access to the Internet and will benefit from sharing learning with others who are on a similar journey.

Delivered on a fixed day each week in order to allow students to plan their studies around their workplace commitments, our online learning sessions are delivered live by our expert tutors, and apprentices are encouraged to contribute their thoughts, knowledge and experience to all the information that is being presented. Typical activities include:
• Viewing pre-prepared 'lectures' or slide-based content
• Directed reading followed by Q&A sessions or formative tests
• Using bespoke e-learning materials
• Group discussions, presentations, feedback and reflections
• Individual skills development sessions
• Using library resources (journals, e-books) for subject specific research and learning
• Preparation for assessments

Learning is supported using a range of online tools embedded into Blackboard, our Virtual Learning Environment. Between taught sessions apprentices can upload work, observations and critical reflections to an online journal, and additional discussions can also take place with the teaching team utilising online tools such as Blackboard Collaborate or MS Teams.

ADMISSIONS

The University of Cumbria's normal requirements for entry to the academic programme are that apprentices should have 96 UCAS points plus Maths and English at GCSE C/4 or above.

More information about UCAS tariff points can be found at https://www.ucas.com/undergraduate/what-and-where-study/entry-requirements/ucas-tariff-points. Individual employers will set the selection criteria for their apprenticeships.

Normally, entry to the course requires evidence of successful study at Level 3, A-Level or equivalent. English and Maths at Level 2 (GCSE) are also expected. Other relevant qualifications or prior experience may be considered as an alternative if the above criteria are not met.

As part of admission processes, prospective apprentices complete an Individual Learning Needs Assessment (ILNA), rating themselves against the requirements of the standard to ensure that their programme is tailored to their learning needs. For example, some learners may have already completed their APM Project Management Qualification (or equivalent) and need not attend this part of the course. Some learners may have completed the Level 4 Associate Project Manager Apprenticeship and be eligible for entry into the second year of our programme.

EMPLOYER RESPONSIBILITIES

The University of Cumbria works in partnership with employers to support apprentices. Successful partnerships are based on a shared approach to developing skills, knowledge and behaviours associated with each programme.

The employer is responsible for providing the apprentice with the opportunity to develop the knowledge, skills and behaviours (KSBs) from the standard in the workplace. The taught content provides most of the knowledge, together with opportunities for discussion with tutors and the basis of portfolio building.

However, it is the workplace learning that provides the opportunity to build and evidence the knowledge, skills and behaviours. Consequently, the employer must ensure that the apprentice has sufficient off the job time in the workplace for this – at least half of the 20% off the job learning will take place in the workplace – as well as placement opportunities to allow the learner to develop and evidence the KSBs across all areas of the standard. A learner must be engaged in learning continuously through the apprenticeship, even outside formal university delivery, whilst teaching maybe clustered around semesters, learning and development must be continuous.

The apprentice will need to have an appointed mentor in the workplace who guides them in development of the knowledge, skills and behaviours, ensures they have the opportunity to progress, and who will participate in regular review meetings with the apprentice and our apprentice tutor. The employer is responsible for the Gateway assessment, determining whether the apprentice is ready to progress to End Point Assessment.

WHY THE UNIVERSITY OF CUMBRIA?

The University of Cumbria Project Academy provides education, training and development designed for people who work in projects. Our project management programmes range from short courses focusing on the fundamental principles of project management, to undergraduate and postgraduate courses that equip our students with the skills and experiences to deliver successful projects and lead high-performing teams.

Our specialist lecturing team brings real-world project experience from IT, engineering, financial services, health, nuclear, armed forces and transport management. Members of our course teaching team were part of the Trailblazer group and closely involved in the development of the Degree Apprenticeship standard. Our degree programme was written alongside the Standard and is fully aligned to the apprenticeship rather than being retrofitted.

The course content and structure are informed by contemporary research into project management as well as incorporating advice and guidance from employers and the APM. The course teaching team understand the journey that learners will take from joining the programme to successfully graduating as a qualified Project Manager.

The programme has been successfully running since January 2019 and our first apprentices will graduate in 2022. Our 300 current apprentices work nationwide in sectors including nuclear, media, health, science and education for employers such as Sellafield Ltd., BAE Systems, Rolls Royce, the BBC and the NHS, alongside many smaller organisations.

Our apprentices have a first-time pass rate of over 99% on university modules, and over 90% on the PMQ exam. We have very low drop-out rates: of apprentices who complete the first semester, well over 95% will go on to complete the programme, with the main reason for later drop-out being changes in employment.

Apprentices apply what they study and learn through reflection. Designed for online delivery, our day-release model allows apprentices to join us from across the country for live teaching sessions with their peers.

THE ASSOCIATION FOR PROJECT MANAGEMENT (APM)

The Association for Project Management is the only chartered body for the project management profession with over 35,000 individual members and more than 500 organisations participating in its Corporate Partner Programme.

The University of Cumbria is an APM Corporate Affiliate and an accredited Training Provider for both the Project Management degree programme and for the PMQ qualification.

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