The aim of this unit is to equip learners with the understanding and practical experience to identify, develop and contribute to the management of projects developed to support organisational and commercial initiatives, by planning, recording and monitoring all aspects of projects.

At this level, it is imperative that learners are able to successfully manage projects within their chosen land-based sector or industry. Not only does this prepare learners for management level employment, but it also enables learners to gain necessary skills that will equip them for future employment such as planning, overseeing, recording, analysing and monitoring projects, all of which can be used as transferable skills.

On successful completion of this unit a learner will:

1. Understand the appropriate characteristics of projects that can be applied to land-based industries
2. Be able to generate project plans that can be applied to identified requirements and needs
3. Be able to implement planning, recording and reporting strategies
4. Understand approaches to monitoring activities that ensure effective delivery.
Unit content

1 **Understand the appropriate characteristics of projects that can be applied to land-based industries**

*Characteristics*: organisational needs and abilities; goals; determining appropriate goals for the organisational needs; functions of the project; how to assess the functions; products of the project; essential personnel involved in the project; land based organisations and their values and how these are achieved; organisational staffing; selection of group to be involved in the project

*Features*: features of the project environment (audience, market, compatibility with local environment, effect on habitats and species, stakeholders, affected personnel); baseline assessment of attributes of features; relationships between internal and external stakeholders eg partners, steering groups, project team, volunteers, contractors; organisational structures for managing a project

*Influencing factors*: social; financial; environmental; political; factors affecting target condition; ability to influence factors; identification and qualification of project activity

2 **Be able to generate project plans that can be applied to identified requirements and needs**

*Objectives*: developing and determining objectives appropriate to the project; local and environmental factors; generating work programmes and the influences on this; sequencing project activities; techniques for identifying essential activities.

*Resource acquisition*: cost estimation; financial breakdown of project; funding/finance (sources, procurement); cost cutting; influences on cost of project; contingencies; how to propose cost estimation to personnel involved with funding (stakeholders, audience and organisations); methods of acquiring funding for the project

3 **Be able to implement planning, recording and reporting strategies**

*Planning activities*: breakdown of project into sections; storage and retrieval systems; identifying and analysing existing work methods; specifying new methods and their validity; resource requirements; accessing resources; operational/organisational guidelines

*Recording systems*: techniques for recording activities and outcomes; assessing and evaluating activities (qualitative and quantitative)

*Reporting information*: internal and external reporting of outcomes and progress; communication and disseminating successful and unsuccessful outcomes; methods of communication appropriate to audience; (wider audience, iterative/summative, various media)
4 **Understand approaches to monitoring activities that ensure effective delivery**

*Risk management:* robust risk management implementation; risk register; effective prioritisation of tasks

*Adaptive management:* learning culture; planning and reviewing; feedback from activities; from feature attributes

*Performance and target condition indicators:* key indicators; concepts; target condition indicators; selection criteria for identification and use of indicators

*Protocols:* monitoring performance (technical, social, economic); monitoring target conditions (socio-economic, ecological); assessment; analysis and interpretation of activity performance and impact; trend analysis
## Learning outcomes and assessment criteria

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<thead>
<tr>
<th>Learning outcomes</th>
<th>Assessment criteria for pass</th>
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<td><strong>On successful completion of this unit a learner will:</strong></td>
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| **LO1** Understand the appropriate characteristics of projects that can be applied to land-based industries | 1.1 explain the relationship between organisational needs and abilities, and project goal(s), functions and products  
1.2 determine appropriate features of the project environment  
1.3 analyse a project’s ability to influence factors affecting a target condition  
1.4 explain the relationships between internal and external stakeholders for project management |
| **LO2** Be able to generate project plans that can be applied to identified requirements and needs | 2.1 generate an appropriate objective and work programme to meet a specified target condition  
2.2 propose an appropriate cost estimate for conducting a programme of work |
| **LO3** Be able to implement planning, recording and reporting strategies | 3.1 assemble an effective specification for a practical work activity  
3.2 record the outcomes of a completed work activity  
3.3 interpret the outcomes of a completed work activity  
3.4 present valid information regarding the outcomes of successful and unsuccessful project activities |
| **LO4** Understand approaches to monitoring activities that ensure effective delivery | 4.1 examine the importance of robust risk management for projects  
4.2 explain the process of adaptive management  
4.3 justify the selection of performance and target condition indicators  
4.4 evaluate activities selected to monitor performance and target indicators |
**Guidance**

**Links**

This unit has links to the following units in this qualification:

*Unit 1: Business Environment*
*Unit 5: Research Project*
*Unit 6: Work-based Experience*
*Unit 34: Small Business Enterprise*
*Unit 38: Employability Skills.*

**Essential requirements**

Learners must have access to the internet, spreadsheet and word processing facilities. Access to well stocked, recent literature on project management must be made available.

**Employer engagement and vocational contexts**

Learners should discuss their work with real project managers to enhance their understanding of the methods and techniques necessary for managing a land based project.

The learners would benefit from being involved in running an actual or simulated project, for example a fund raising event for a charity or for the centre. This could involve the learners planning and pitching the project to the centre’s staff or personnel, achieving funding for the project, carrying it out and then analysing the final project.

It would also benefit the learners if they had opportunity to evaluate and analyse other projects, whether carried out in the centre or at a different location, and then feed this information back to others.

Visiting speakers from charities and companies in the land based sector would benefit the unit, with a participative input from the learners on their own projects and how they are managing them.