



Unit: Project Management

Assignment

Winter 2019 - Winter 2022

Important notes

- Please refer to the *Assignment Presentation Requirements* for advice on how to set out your assignment. These can be found on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You must read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensure that you acknowledge all the sources that you use in your work. These documents are available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You **must** complete the *Statement and Confirmation of Own Work*. The form is available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- Please make a note of the recommended word count. You could lose marks if you write 10% more or less than this.
- All electronic media will be checked for plagiarism.

Introduction

In this assignment you will demonstrate your achievement of the module learning outcomes. Each of the six main tasks (you will not be tested on the first task) tests a learning outcome.

Before responding to the SEVEN (7) tasks there are some preliminary tasks you must do.

Firstly, you will identify a real organisation. The next section contains some guidance for how to choose a real organisation.

Secondly, you will conceive a potential future project which you think can change or improve that organisation in some way. This project must not be one that has already finished or started, so you cannot write this assignment by looking for a published case analysis. It is a potential future project that has not yet started. You have the freedom to conceive whatever potential future project you like, but you are recommended to conceive a project which will allow you to demonstrate your achievement of the learning outcomes.

In the assignment specification below, the organisation will be referred to as **YourOrg** and the project as **YourProj**. Some of the assignment tasks ask you to take on the role of the project manager of YourProj.

You are not allowed to use an organisation or project which you know another student is using, or which you know another student has used in the past. You are also not allowed to base your project on a published case analysis.

Assignment Notes

- You must complete all SEVEN (7) tasks in this assignment
- The total assignment should be **4,000 words** including Tasks 2-7 but excluding Task 1, the bibliography and the appendix. Please limit your appendix to 4 pages.
- Please submit your assignment as ONE (1) document.

Selecting YourOrg

Try to choose an organisation that you find interesting or which you already know something about. That will help motivate you and may lead to some good insights which will improve your assignment.

Your chosen organisation can be a business, a non-profit organisation, an international organisation, a public sector organisation or any other organisation that is capable of executing projects in a controlled way.

Most people will choose from one of two types of organisation:

(a) an organisation you know well from personal experience, perhaps because you worked or studied in that organisation. If you choose such an organisation, you must not reveal any sensitive information about the organisation in your answer.

(b) an organisation which is famous in one country or globally, so there is plenty of published information about it which can be found by web search.

The marks are distributed among the tasks as follows:

T1	n/a
T2	20 marks
T3	20 marks
T4	20 marks
T5	20 marks
T6	10 marks
T7	10 marks

You are recommended to design the content of your assignment in proportion to the marks allocated. So, an answer that is worth 20 marks is likely to have about twice the words of an answer that is worth 10 marks.

Assignment

The assignment comprises 7 (SEVEN) tasks. You must respond to all tasks.

Task 1: Overview

Identify and describe your chosen organisation (YourOrg) in one paragraph of no more than 100 words. Then summarise the project you have conceived (YourProj) in a second paragraph of no more than 100 words.

NOTE: these two paragraphs will not receive any marks and do not count against the word quota for the assignment.

Task 2: Projects in the Organisational Context

Evaluate why YourOrg needs to change, using an academic theory about organisations. There are a number of ways in which projects can facilitate organisational change. Critically discuss how you have conceived YourProj and why it is the most appropriate for facilitating change in YourOrg.

Total 20 Marks

Task 3: Project Types and Execution Models

Explain why there are different types of project and different execution models. What type of project is YourProj? Explain what execution model you will use for YourProj, and justify your decision. What role will standards play in the execution of YourProj? Explain how you would exploit new technologies in managing YourProj.

Total 20 Marks

Task 4: The Project Proposal and Planning Project Execution

Write a project proposal for YourProj. Your proposal should include, but should not be limited to: planning, resourcing, monitoring, control, budgeting and quality assurance. Use citations to indicate the source of ideas you are using in your proposal. If you don't have data for some sections of your proposal, you may make any reasonable assumption.

Total 20 Marks

Task 5: The Role of the Project Manager

Using academic sources and a critical approach, discuss how you would design the job of the project manager of YourProj to ensure that sufficient attention is given to leadership, administration, ethics, relationship management and the impact of culture.

Total 20 Marks

Task 6: Risk, Uncertainty, and Ambiguity

Specify and critically evaluate a process that you will use for managing risks that may affect YourProj. Using academic sources, assess the potential impact of uncertainty and ambiguity on YourProj and explain how you would manage them.

Total 10 Marks

Task 7: Project Closure and Evaluation

Identify and critically discuss the three most important tasks that must be done in the closure phase of YourProj. Propose a framework, supported by academic sources, which will help stakeholders reach some conclusions about whether YourProj has been successful.

Total 10 Marks

All documents and slides should be submitted in **one .ZIP file per student**, using the following filename format:

[student number]_[module]_[component]

For example: ***000123456789_EI_Assignment***

Candidate checklist

Please use the following checklist to ensure that your work is ready for submission.

Have you read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensured that you have acknowledged all the sources that you have used in your work?

Have you completed the *Statement and Confirmation of Own Work* form and attached it to your assignment? **You must do this.**

Have you ensured that your work has not gone over or under the recommended word count by more than 10%?

Have you ensured that your work does not contain viruses and can be run directly?

Guidance for Students

Purpose of the assignment:

This assignment asks you to demonstrate to what extent you have achieved the module learning outcomes by answering a series of linked tasks which are grounded in a simple generic scenario of a type you are likely to encounter in your professional career.

You can choose the organisation (YourOrg) and the project (YourProj). This gives you scope for creative thinking and will help motivate you as you plan your answers.

Each of the tasks is about a different aspect of project management, requiring a broad understanding of the module learning materials. As well as showing you understand the learning materials, you must demonstrate an understanding of the key relevant theories and you show you can apply them to the scenario.

Task 1 Overview

This overview should be a simple description of YourOrg and YourProj. These descriptions are to help the reader understand the context. Where you don't have full information, you may make any reasonable assumptions. The descriptions carry no marks and don't count towards the word quota. Keep the descriptions clear, simple and, above all, relevant.

You will not be marked on this overview nor is it included in your word count, but it is a mandatory part of your assignment and will give your examiner the context they need to assess your work.

Task 2 Projects in the Organisational Context

You should approach this task by exploring organisational change and the role of projects in organisational change. You should show you can apply theories about change in organisations to the scenario.

As YourProj is your own invention for facilitating change in the organisation, you must carefully justify YourProj and explain how it will change YourOrg in beneficial ways.

Task 3 Project Types and Execution Models

You will demonstrate your analytical skills in answering this task. You will write about the different types of project and different execution models. But keep this summary fairly short, and give the most attention to explaining and justifying the decisions you have taken about YourProj.

The other two parts of the task ask you to look at different topics. You must respectively demonstrate you can explain the relevance of standards to project execution, and the possibilities for project management that are inherent in new technologies.

Task 4 The Project Proposal and Planning Project Execution

The goal is clear for this task; to write a project proposal. To approach this, you must first research what a project proposal is. You must then design a suitable template for your proposal. As a minimum, the template must address planning, resourcing, monitoring, control, budgeting and quality assurance.

Next, you must complete the proposal by filling the template with data relevant to YourProj. Where you don't have full information you may make assumptions. It is important that you aim for a coherent proposal, so that the complete proposal makes sense as a whole and is not just a set of unrelated sections.

Task 5 The Role of the Project Manager

You will create a job description in response to this task. The description will be in the form of linked paragraphs; try to avoid designing this answer as a bullet list of project manager competencies.

It is important that you use academic sources in this answer and that you take a critical approach, which means, among other things, questioning the assumptions made by the academic writers you cite. As a minimum, your answer will cover leadership, administration, ethics, relationship management and the impact of culture.

Task 6 Risk, Uncertainty, and Ambiguity

You should begin by researching the meanings of risk, uncertainty and ambiguity. You are first asked to specify and critically discuss a process for managing risk in YourProj.

You will have more scope for creativity in the second part of the answer, because the meanings of uncertainty and ambiguity are not clear-cut. You should provide definitions of these terms, but most of the answer should be about the impact on YourProj, and your response as project manager.

Task 7 Project Closure and Evaluation

In the first part you should identify and critically discuss THREE (3) important tasks that must be done in the closure phase of YourProj.

There is no consensus about what project success means so the second part of your answer must show that you understand this. A framework is simply a way of organising concepts. So your framework might include criteria for project success, or a set of questions to be asked to determine if YourProj has achieved a successful outcome.

Appendix

Your appendix should be no more than FOUR (4) pages long. You should use it to present supporting information that is too detailed to include in the body of your assignment.

Your appendix is not included in your word count and is not allocated any marks. A well-produced appendix can, however, support your assignment and help you gain marks. You should only include **relevant** information in your appendix and make reference to documents in your appendix in the body of the assignment.

You might include things such as: additional information about YourOrg; key assumptions you have made about YourProj; bulky quantitative or qualitative data for which there is no room in the main part of the answer; a reflective account of challenges you experienced while completing the assignment and how you overcame them.

There is no penalty for not including an appendix, but, without it, you might miss out on marks or struggle to demonstrate that your ideas and plans are supported by relevant research and clear planning.

Bibliography

You should include a bibliography that references all information you have used (printed and online materials) to produce your assignment. You should cite every source you use and give clear references. We recommend the Harvard referencing system, but any standard system is acceptable, as long as it is consistent.

Academic Rigour

It is important that you use the theories, approaches and methods that you have studied in this unit and from your own wider reading. You should give clear and specific justification for the plans you present based on thorough independent research, clear critical understanding of appropriate methodologies, and detailed analysis.

Your assignment must, of course, be entirely your own work and there are severe penalties for plagiarism outlined in the NCC documents *What is Academic Misconduct? Guidance for Candidate* and *Avoiding Plagiarism and Collusion: Guidance for Candidates*.

Word Count

The word count for this assignment is **4,000 words**. Pay careful attention to the mark allocation for each task so you don't spend too much time on any one section. There are roughly 40 words per mark across the paper, however some tasks might naturally need fewer words than others.

Mark Scheme

Please also read the mark scheme thoroughly. The mark scheme outlines what you need to achieve to gain marks in each section. It will give you a good idea of the areas you need to explore and the information, analysis and conclusions you need to present in each section. It will also show you how effective and thorough your work needs to be.

Format

You should submit your assignment as ONE (1) 4,000 word document.

The format of each task however might vary and you are welcome to use charts, tables, graphs and images throughout. The aim, in all cases, is to present your work in the way that is most appropriate to the task.