Unit:
Project Management

Winter 2019 – Winter 2022

Marking Scheme

This marking scheme has been prepared as a **guide only** to markers. This is not a set of model answers, or the exclusive answers to the questions, and there will frequently be alternative responses which will provide a valid answer. Markers are advised that, unless a question specifies that an answer be provided in a particular form, then an answer that is correct (factually or in practical terms) **must** be given the available marks.

If there is doubt as to the correctness of an answer, the relevant NCC Education materials should be the first authority.

Throughout the marking, please credit any valid alternative point.

Where markers award half marks in any part of a question, they should ensure that the total mark recorded for the question is rounded up to a whole mark.

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 is 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 1-6 but excluding 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 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 they know well from personal experience, perhaps because they worked or studied in that organisation; or

(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.

Tasks Begin on the Next Page

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

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Basic ability to critically evaluate why YourOrg needs to change using a broadly inappropriate academic theory.	Limited ability to critically evaluate why YourOrg needs to change using a limited academic theory.	Adequate ability to critically evaluate why YourOrg needs to change using a broadly appropriate academic theory.	Sound ability to critically evaluate why YourOrg needs to change using an appropriate academic theory.	Comprehensive ability to critically evaluate why YourOrg needs to change using a highly appropriate academic theory.
Basic understanding and analysis of the role of projects in the organisational context.	Limited understanding and analysis of the role of projects in the organisational context.	Consistent understanding and analysis of the role of projects in the organisational context.	Critical understanding and analysis of the role of projects in the organisational context.	Consistently critical understanding and analysis of the role of projects in the organisational context.
Basic discussion of conception of YourProj.	Limited discussion of conception of YourProj.	Consistent discussion of conception of YourProj.	Critical discussion of conception of YourProj.	Consistently critical discussion of conception of YourProj.
Basic analysis of why YourProj is the most appropriate choice for YourOrg	Limited analysis of why YourProj is the most appropriate choice for YourOrg	Appropriate analysis of why YourProj is the most appropriate choice for YourOrg	Justified and appropriate analysis of why YourProj is the most appropriate choice for YourOrg	Well justified and highly appropriate analysis of why YourProj is the most appropriate choice for YourOrg.

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

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Basic understanding and analysis of the different types of project and execution models.	Limited understanding and analysis of the different types of project and execution models.	Adequate understanding and consistent analysis of the different types of project and execution models.	Sound understanding and critical analysis of the different types of project and execution models.	Comprehensive understanding and consistently critical analysis of the different types of project and execution models.
Basic explanation of the chosen execution model.	Limited explanation of the chosen execution model.	Justified explanation of the chosen execution model.	Sound and justified explanation of the chosen execution model.	Coherent and well justified explanation of the chosen execution model.
Basic understanding of standards and their role in project execution including basic judgements about short and long term implications.	Limited understanding of standards and their role in project execution including limited judgements about short and long term implications.	Consistent understanding of standards and their role in project execution including broadly appropriate judgements about short and long term implications.	Critical understanding of standards and their role in project execution including appropriate judgements about short and long term implications.	Consistently critical understanding of standards and their role in project execution including highly appropriate judgements about short and long term implications.
Basic ability to critically evaluate the exploitation of new technologies appropriate to YourProj.	Limited ability to critically evaluate the exploitation of new technologies appropriate to YourProj.	Adequate ability to critically evaluate the exploitation of new technologies appropriate to YourProj.	Sound ability to critically evaluate the exploitation of new technologies appropriate to YourProj.	Comprehensive ability to critically evaluate the exploitation of new technologies appropriate to YourProj.

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

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Basic understanding of planning, resourcing, monitoring, controlling, budgeting, and quality assurance.	Limited understanding of planning, resourcing, monitoring, controlling, budgeting, and quality assurance.	Consistent understanding of planning, resourcing, monitoring, controlling, budgeting, and quality assurance.	Critical understanding of planning, resourcing, monitoring, controlling, budgeting, and quality assurance.	Consistently critical understanding of planning, resourcing, monitoring, controlling, budgeting, and quality assurance.
Basic ability to critically evaluate and make basic judgements about the planning, resourcing, monitoring, control, budgeting, and quality assurance of YourProj.	Limited to critically evaluate and make limited judgements about the planning, resourcing, monitoring, control, budgeting, and quality assurance of YourProj.	Adequate ability to critically evaluate and make broadly appropriate judgements about the planning, resourcing, monitoring, control, budgeting, and quality assurance of YourProj.	Sound ability to critically evaluate and make appropriate judgements about the planning, resourcing, monitoring, control, budgeting, and quality assurance of YourProj.	Comprehensive ability to critically evaluate and make highly appropriate judgements about the planning, resourcing, monitoring, control, budgeting, and quality assurance of YourProj.
Basic application of concepts, tools and techniques related to project management to reach basic solutions.	Limited application of concepts, tools and techniques related to project management to reach limited solutions.	Adequate application of concepts, tools and techniques related to project management to reach justified solutions.	Sound application of concepts, tools and techniques related to project management to reach justified and appropriate solutions.	Coherent application of concepts, tools and techniques related to project management to reach well justified and highly appropriate solutions.
Project proposal supported by basic ideas	Project proposal supported by limited ideas	Project proposal supported by well justified ideas	Project proposal supported by justified and appropriate ideas	Project proposal supported by well justified and highly appropriate ideas

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

0-5 marks	6-7 marks	8-11 marks	12-13 marks	14-20 marks
Basic understanding and analysis of the role of project manager	Limited understanding and analysis of the role of project manager	Consistent understanding and analysis of the role of project manager	Critical understanding and analysis of the role of project manager	Consistently critical understanding and analysis of the role of project manager
Basic application of academic sources and a critical approach to designing the role of project manager	Limited application of appropriate academic sources and a critical approach to designing the role of project manager	Adequate application of appropriate academic sources and a critical approach to designing the role of project manager	Sound application of appropriate academic sources and a critical approach to designing the role of project manager	Coherent application of appropriate academic sources and a critical approach to designing the role of project manager
Basic ability to critically evaluate leadership, administration, ethics, relationship management and the impact of culture in relation to the job of project manager	Limited ability to critically evaluate leadership, administration, ethics, relationship management and the impact of culture in relation to the job of project manager	Adequate ability to critically evaluate leadership, administration, ethics, relationship management and the impact of culture in relation to the job of project manager	Sound ability to critically evaluate leadership, administration, ethics, relationship management and the impact of culture in relation to the job of project manager	Comprehensive ability to critically evaluate leadership, administration, ethics, relationship management and the impact of culture in relation to the job of project manager
Basic design of project manager job.	Limited design of project manager job.	Justified design of project manager job.	Justified and appropriate design of project manager job.	Well justified and highly appropriate design of project manager job.

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

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Basic understanding and analysis of a process for managing risk Basic ability to evaluate the impact of uncertainty and ambiguity on YourProj and how to manage it.	Limited understanding and analysis of a process for managing risk Limited ability to critically evaluate the impact of uncertainty and ambiguity on YourProj and how to manage it.	Consistent understanding and analysis of a process for managing risk Adequate ability to critically evaluate the impact of uncertainty and ambiguity on YourProj and how to manage it.	Critical understanding and analysis of a process for managing risk Sound ability to critically evaluate the impact of uncertainty and ambiguity on YourProj and how to manage it.	Consistently critical understanding and analysis of a process for managing risk Comprehensive ability to critically evaluate the impact of uncertainty and ambiguity on YourProj and how to manage it.

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

0-2 marks	3 marks	4-5 marks	6 marks	7-10 marks
Basic ability to identify and critically discuss the three most important tasks to be done in the closure phase of YourProj. Basic justification of choice of framework to help stakeholder judge success of YourProj.	Limited ability to identify and critically discuss the three most important tasks to be done in the closure phase of YourProj. Limited justification of choice of framework to help stakeholder judge success of YourProj.	Adequate ability to identify and critically discuss the three most important tasks to be done in the closure phase of YourProj. Justified choice of framework to help stakeholder judge success of YourProj.	Sound ability to identify and critically discuss the three most important tasks to be done in the closure phase of YourProj. Justified and appropriate choice of framework to help stakeholder judge success of YourProj.	Comprehensive ability to identify and critically discuss the three most important tasks to be done in the closure phase of YourProj. Well justified and highly appropriate choice of framework to help stakeholder judge success of YourProj.

Learning Outcomes matrix

Task	Learning outcomes assessed	Marker can differentiate between varying levels of achievement
1	n/a	n/a
2	LO 1	yes
3	LO 2	yes
4	LO 3	yes
5	LO 4	yes
6	LO 5	yes
7	LO 6	yes

Grade descriptors

Learning Outcomes	Pass	Merit	Distinction
LO 1-6	Provide a **consistent** understanding and analysis of complex information, concepts and frameworks in contexts involving interacting factors.	Provide **critical** understanding and analysis of complex information, concepts and frameworks in contexts involving **multiple** interacting factors.	Provide **consistently critical** understanding and analysis of **highly** complex information, concepts and frameworks in contexts involving **multiple** interacting factors.
	Demonstrate **adequate** ability to critically evaluate actions, methods and results and make appropriate judgements about their implications.	Demonstrate **sound** ability to critically evaluate actions, methods and results and make appropriate judgements about their **short and long term** implications.	Demonstrate **comprehensive** ability to critically evaluate actions, methods and results and make **highly** appropriate judgements about their **short and long term** implications.
	Undertake application of appropriate methodologies to complex problems to offer justified solutions.	Undertake **sound** application of appropriate methodologies to complex problems and offer justified **and appropriate** solutions.	Undertake **coherent** application of appropriate methodologies to complex problems to offer **well justified and highly appropriate** solutions.
	Demonstrate **adequate** understanding of the wider context of the field.	Demonstrate **sound** understanding of the wider context of the field.	Demonstrate **comprehensive** understanding of the wider context of the field.
	Deliver key information in a **structured** manner that demonstrates **adequate** communication skills	Deliver key information in a **clear and understandable** manner that demonstrates **sound** communication skills	Deliver key information in a **convincing and comprehensive** manner that demonstrates **excellent** communication skills