



**Assignment Brief**

**Academic Year 2023-24**

<b>Module code and title:</b>	BM522 – Project management	<b>Module leader:</b>	Joy Dsouza
<b>Assignment No. and type:</b>	CW1 – Project Report	<b>Assessment weighting:</b>	50%
<b>Submission time and date:</b>	Saturday 11th November 2023 by 2 pm.	<b>Target feedback time and date:</b>	3 weeks after submission deadline

**Assignment task**

**Case Study**

Dear Consultant,

The **London Marathon Foundation (LMF)** are inviting project management plans for the staging of an open air fitness event to be submitted for consideration. The event is aimed at raising awareness of the LMF, celebrating their work as ‘one of the UK’s major funders of projects and initiatives that inspire children and adults across the UK to lead active and healthy lives. We want to be a leading voice in championing this message and in making sport and physical activity accessible to everyone, regardless of age, ability or background, so we all have the potential to lead an active life and support our physical and mental wellbeing’ and highlighting the work of one of its key charity partners – XX. The event will be funded by LMF in collaboration with Green House Sports. You are asked to provide LMF with a comprehensive project management plan.

You are to assume that it is XX October 2023, the Monday of the first week of the project. While the project team is being formed, the Project Manager has asked you to prepare a 1500 (+/-10%) word report to be with him on XX November 2023 and which he can present to LMF and the Greenhouse Sports charity .

The title of the report is “London Marathon Foundation Open Air Fitness Event in association with XX Charity”.

In order to help you prepare this report the following activity scheduling information has been provided :

<b>Nr</b>	<b>Main Activities with Predecessors</b>
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Internal approval: Name, Date

	Name of the Task	Duration	Predecessors
1	Budget Approval	1 day	-
2	Hire Publicity Team	14 days	1
3	Hire course / event designer	14 days	1
4	Hire event location	7 days	2
5	Advertising To Hire event crew	7 days	4
6	Hire Event Crew	28 days	5
7	Event Designed	42 days	3,6
8	Train event crew	12 days	3,6
9	Advertise charity event & set up website	5 days	2 , 4 , 6
10	Get public to sign up for event	75 days	9
11	Sign up guest celebrities to be at event	7 days	2 , 4
12	Event design sign off	2 days	7
13	Photograph Celebrities And Crew & Collect Biographies	35 days	11
14	Enter Information Into Computer	1 day	13
15	Printing	5 days	14
16	Develop an Advertising Plan	7 days	4 , 11
17	Advertising Media	21 days	16
18	Event built	5 days	12
19	Purchase crew uniform	7 days	6
20	Final event design alterations	5 days	7,18
21	Event Rehearsal	1 day	8,10,11,18,20
<b>22</b>	<b>Event</b>	2 days	15,17,21

To complete this report the following tasks should be completed :

#### Task 1

The project management plan must begin by providing a justification for the project i.e. A compelling business case – project objectives and deliverables. Followed by a critical analysis of what methodology would be appropriate for this project and why? Supported with justification examples of where this methodology has been previously used as well as the benefits of using this methodology in your project. (15 marks)

## Task 2

- (i) Develop a network diagram manually, AS TAUGHT (activities on arrows) clearly showing the relationship between all the activities listed above, the dependencies, the likely duration for each activity, the likely completion date (expected total project time). Calculate the earliest starting time, the latest starting time (EST,LST) and the earliest finishing time and latest finishing time (EFT, LFT) for each activity including an outline description of the critical path, highlighting the critical activities and the shortest possible time in days in which the project can be completed as scoped above. (give reasons for your choice).
- (ii) Using Microsoft project i.e. MS Project, represent the activity list above in a Gantt Chart [(i) & (ii) 25 marks]

## Task 3

Undertake a stakeholder analysis for this project. This should clearly identify internal and external stakeholder, group stakeholders according to their interest and power i.e. stakeholder management matrix, communication strategies. (20 marks)

## Task 4

Using the activity list above, develop a clearly numbered Work Breakdown Structure (WBS) for this event [10 marks].

## Task 5

You are required to prepare a Risk Analysis for 15 different risks that could affect your project. Analyse the risks involved and develop strategies for dealing with them in detail. Present your Risk Analysis and Risk Management strategies/mitigations in the form of a table, AS TAUGHT in class. [15 marks]

## Task 6

You are required to determine what the quality expectation, acceptance criteria, quality specification, and what measures would be put in place to control the event. This could be written in a table with the above four headings. (15 marks)

**This assignment has been designed to provide you with an opportunity to demonstrate your achievement of the following module learning outcomes:**

### **Practicalities: Referencing, presenting and submitting your work**

Please see your programme handbook for information on the standard referencing style, presentational requirements and process for submitting your work.

Please reference your work using the Harvard style as defined in *Cite Them Right Online* (<http://www.citethemrightonline.com>).

- Follow the course guidelines regarding submitting work, as below (e.g. electronic or paper copies).
- Pages should be numbered.
- All work to be submitted as Arial 11 font with line and a half spacing.
- All writing should be in the third person passive.
- Front cover, executive summaries, if used, contents pages, reference lists, all words in tables charts and diagrams are not included in the word count.
- Written work must be word-processed.
- The module title and code number must be clearly marked on the memo.
- There should be a minimum of 5 references from reputable sources and referenced using the Harvard system used to support your argument.
- The memo should be professionally formatted and presentable to a business manager.
- Work you submit for assessment must be properly referenced – a guide to the Harvard system of referencing can be found on the Bucks website at [bucks.ac.uk/referencing](http://bucks.ac.uk/referencing).
- You may seek clarification from the module tutor at any time.
- There is no excuse for failing to submit your work in accordance with the guidance, work that does not meet the necessary standards in that respect will be marked accordingly.
- No collaboration is allowed.
- The work should be submitted electronically on LSST Connect using the submission point found under the 'Upload My Assignment' link in the relevant module folder.

### **Confidentiality**

You are expected to take responsibility for maintaining and managing confidentiality issues in your work. You should maintain and respect confidentiality in relation to the protection of personal, technical and/or commercial information of a sensitive nature in your assessed work, whatever the format.

For further information and guidance, please see the relevant section in your programme handbook.

### **Academic integrity**

Academic integrity means taking responsibility for your own work.

When you submit an assignment, you are making a declaration that it is your own work and that you have acknowledged the contribution of others and their ideas in its development (for example, by referencing them appropriately).

For further information and guidance, please see the University website: <https://www.bnu.ac.uk/current-students/registry-helpdesk-and-academic-advice/academic-integrity-and-misconduct>



**Assessment Criteria**

**Academic Year 2023-24**

	<b>0-34 (F) – Fail Not successful</b>	<b>35-39 E – Marginal fail Below required standard</b>	<b>40-49 (D) Pass Satisfactory</b>	<b>50-59 (C) Pass Good</b>	<b>60-69 (B) Pass Very Good</b>	<b>70-79 (A) Pass Excellent</b>	<b>80-100 (A+) Pass Outstanding</b>
Introduction, aim/justification for the project, evaluation/analysis of appropriate project management methodology and quality of report presentation (15%)	No Aims or very unclear, all objectives missing; no strategic relevance/justification of project stated; Methodology unstated. Overall, the reader left in a position of guessing or ignorance over above components. Key sources omitted, much misunderstanding; argument must be guessed at, with little or no case made; reader confused as to the thrust of the argument, having to refer constantly to the objectives and/or conclusions, where available	Aim unclear, some or all objectives missing; little or no strategic relevance/justification of project stated; Methodology unstated. Overall, the reader left in a position of guessing or ignorance over above components. Key sources omitted, much misunderstanding; argument must be guessed at, with little or no case made; reader confused as to the thrust of the argument, having to refer constantly to the objectives and/or conclusions, where available	Aim unclear, some or all objectives missing; little strategic relevance/justification of project stated; Methodology unstated. Overall, the reader left in a position of guessing or ignorance over above components. Key sources omitted, much misunderstanding; argument must be guessed at, with little or no case made; reader confused as to the thrust of the argument, having to refer constantly to the objectives and/or conclusions, where available	Overall aim can be inferred but some lack of clarity in objectives; strategic or wider relevance/justification of project can be discerned with some assumptions necessary; methodology chosen not entirely clear and/or lacks consistent demonstration of relevance. Some sources omitted but with reasonable grasp of those consulted & with sensible relevance to the argument; no particular originality; some unevenness in presentation; occasional doubt as to relevance to the objectives	Overall aims & objectives of the project clearly stated; strategic relevance/justification of project indicated; most of the issues with the methodology indicated; Methodology adopted generally appropriate with some argument possible over its rigour. Almost all sources used are generally understood with occasional omissions with respect to the argument; some originality; generally systematic presentation without complete persuasiveness; generally relevant to objectives.	Overall aim, objectives & reason for undertaking the project clearly stated and aligned to with strategic goal of the organization. Issues discussed in the methodology section entirely appropriate, with the approach to be taken clearly described, appropriate & rigorous. Material reviewed from all appropriate sources, with good evidence of originality; methodology adopted and material followed a logical, systematic & persuasive approach with direct relevance to objectives.	Overall aim, objectives & reason for undertaking the project clearly stated and aligned to with strategic goal of the organization. Issues discussed in the methodology section entirely appropriate, with the approach to be taken clearly described, appropriate & rigorous. Material reviewed from all appropriate sources, with good evidence of originality; methodology adopted and material followed a logical, systematic & persuasive approach with direct relevance to objectives.



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Activity List, Network diagram, and Critical Path; and gantt chart (25%)	Network Diagram not completed or completed in wrong format No critical path identified No calculation of Activity EST & LST as well as EFT & LFT for each activity.  No gantt chart drawn with MS Project showing relationship between activities.	Network Diagram illogical and critical path (CP) not identified or incorrect. Attempt to draw gantt chart showing relationship between activities but inaccurate. Lacks a clear understanding of the concept of gantt chart.	Network Diagram contains some anomalies; CP largely correct; OR Network diagram presented in MS Project format. Satisfactory gantt chart drawn with MS Project showing relationship between activities	Largely correct Network Diagram done in Excel, or by hand and shows the activity node values; the relationship between activities and their dependencies; Network diagram largely correct some calculations. Critical Path identified. Good gantt chart drawn with MS Project showing relationship between activities with some significant errors.	Network Diagram done in Excel, or by hand and shows the activity node values; Network Diagram good with some errors in calculation on ES & LST as well as EFT & LFT. Critical Path correct. Good gantt chart drawn with MS Project showing relationship between activities however with minor errors	Network Diagram done in Excel, or by hand and shows the activity node values; Network Diagram neat and correct showing relationship between activities and their dependencies; Critical Path clear & correct; Good calculation of Activity EST & LST as well as EFT & LFT for each activity. Very good gantt chart drawn with MS Project showing relationship between activities.	Network Diagram done in Excel, or by hand and shows the activity node values; Network Diagram neat and correct showing relationship between activities and their dependencies; Critical Path clear & correct; Excellent calculation of Activity EST & LST as well as EFT & LFT for each activity. Excellent gantt chart drawn with MS Project showing relationship between activities and interpretation
Stakeholder Analysis and communication plan (20%)	Does not complete at least 2 of the following: identified stakeholders, grouped them into internal and external stakeholders, their interest and power, and establish communication plan to an acceptable standard.	Does not complete at least 3 of the following: identified stakeholders, grouped them into internal and external stakeholders, their interest and power, and establish communication plan to an acceptable standard.	Completes at least 3 of the following: identified stakeholders, grouped them into internal and external stakeholders, their interest and power, and establish communication plan to an acceptable standard.	Completes the following stakeholder analysis: identified internal and external stakeholders, their interest and power at least to a satisfactory standard:	Good but the justification for stakeholder analysis elements may not be clear. However identified internal and external stakeholders, their interest and power and communication strategy missing.	Comprehensive, believable and logical with good use of PM theory and concepts Completes stakeholder analysis to a high standard; identified internal and external stakeholders, their interest and power, established communication plan for all stakeholders group identified.	Comprehensive, believable and logical with good use of PM theory and concepts Completes stakeholder analysis to a high standard; identified internal and external stakeholders, their interest and power, established communication plan for all stakeholders group identified.



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WBS (10%)	No or very poor WBS. Very poor attempt at a developing or drawing a WBS.	Poor WBS. Very poor attempt at a developing or drawing a WBS.	Acceptable WBS, but incomplete. Correct diagrammatic form.	Good WBS, complete, but query on content/logic.	Complete and correct WBS showing all relevant work packages but with some errors in numbering -showing hierarchical structure of the project organization with minor errors.	Excellent complete, correct, clearly numbered and detailed WBS/PBS - showing hierarchical structure of the project organization	Excellent complete, correct, clearly numbered and detailed WBS/PBS - showing hierarchical structure of the project organization
Risk Analysis (15%)	No attempt made at identifying risks, for risk management.	An attempt made at identifying risks, but not at risk management.	Risks identified, initial analysis conducted with questionable responses to risks identified	Risks identified and analyzed, attempt made at planning responses	Very good risks identification and analysis, Some responses planned but not to great extent.	Innovative approach to risks identification and analysis, detailed and excellent responses planned, with proximity of risks.	Innovative approach to risks identification and analysis, detailed and excellent responses planned, with proximity of risks.
Quality Assurance and Control (15%)	Acceptable attempts made at identifying and classifying and addressing at least 2 of the stakeholders' quality expectation, acceptance criteria, quality specification, with questionable measures put in place to control quality aspects of the event	Acceptable attempts made at identifying and classifying and addressing at least 2 of the stakeholders' quality expectation, acceptance criteria, quality specification, with questionable measures put in place to control quality aspects of the event	Acceptable attempts made at identifying and classifying and addressing at least 2 of the stakeholders' quality expectation, acceptance criteria, quality specification, with questionable measures put in place to control quality aspects of the event	Good identification and classification of at least 3 of stakeholders' quality expectation, acceptance criteria, quality specification, with detailed measures put in place to control quality aspects of the event	Very good identification and classification of stakeholders' quality expectation, acceptance criteria, quality specification, but not detailed measures put in place to control quality aspects of the event	Excellent identification and classification of stakeholders' quality expectation, acceptance criteria, quality specification, with detailed measures put in place to control quality aspects of the event	Excellent identification and classification of stakeholders' quality expectation, acceptance criteria, quality specification, with detailed measures put in place to control quality aspects of the event