

# Assessment

## Assessment scheme

**Assessment consists of:**

- **formative self-assessment questions (no marks are allocated) and**
- **summative assignments (marks are allocated).**

## Formative assessment

In an endeavour to enable you to progressively assess your level of knowledge of the subject areas, self-assessment questions may be included with some modules. These questions are formative – they have no marks allocated to them. They do not form part of the formal course assessment and answers should not be submitted for marking. If they are diligently completed they will be of value in assisting you to achieve the required learning outcomes.

## Summative assessment

Summative assessment items have marks allocated to them and form part of the formal course assessment. There are three assignments and they should be completed and/or submitted by the due date so that you do not get behind in your studies. See the course specification for submission requirements and extension guidelines.

<b>Description</b>	<b>Marks out of</b>	<b>Wtg</b>	<b>Due date</b>
Assignment 1 (online multiple choice questionnaire)	100  (In 2013, this is formative assessment only and no marks are awarded. Students are encouraged to complete the quiz to gain feedback on their understanding of the materials).	0%	4 December 2013 (see Note 1)
Assignment 2 (Essay)	100	30%	23 December 2013 (see Note 2)
Assignment 3 (Case study report)	100	70%	7 February 2014 (see Note 3)

**Note 1** – Assignment 1 is a short online multiple choice questionnaire – 0 marks are allocated for this activity, but students are encouraged to complete the activity to assist students to gain an indication of their level of understanding of the project management discipline at the commencement of their studies.

**Note 2** – Assignment 2 is an essay requiring students to carry out a critical analysis of nominated aspects of a project of the student's choice. It is recommended that the same project be used for assignments 2 and 3.

**Note 3** – Assignment 3 is a major project-based case study report requiring students to carry out a critical analysis of nominated aspects of a project of the student's choice. It is recommended that the same project be used for assignments 2 and 3 but they do not have to be the same project.

## Examination

There is **NO** examination for this course.

## Assignment extension policy

Refer to the course specification for the extension policy. There is no need to obtain prior approval for an extension of less than one week. Submit your assignment as soon as possible after the due date together with any supporting documentation that might be required to justify the late submission.

## Submission details

Throughout the materials, reference may be made to the mode of study selected by students.

**'Online'** students are those who are enrolled in the course as 'WEB' students. This mode may not always be available.

**'On-campus'** students are those who are enrolled in the course as 'ONC' students. This mode may not always be available.

**'External'** students are those who are enrolled in the course as 'EXT' students.

- **Submission of assessment – assignment 1 is an online quiz and is completed online through the link on the course studydesk.** All students (regardless of mode) must submit assignments 2 and 3 electronically using the electronic assignment submission environment (EASE) facility. EASE is **accessed from the course home page on the StudyDesk** for this course and a link to detailed instructions for submission is provided. Assignments will not be accepted by email or in hard copy unless there are extenuating circumstances and prior approval is gained from the course examiner.

- **Electronic mark sheet** – students must use the MGT8022 electronic assignment mark sheet for assignments 2 and 3 that are provided **as part of the StudyDesk course materials** as it contains the marking criteria. Do not use generic USQ cover sheets that may be available for other courses.
- **File naming** – electronic files should follow the file-naming protocols detailed on the mark sheet.
- **Due date** – submission should be completed prior to midnight (Toowoomba time) on the due date specified in the study schedule. Check the time difference. The time in Toowoomba is indicated on the StudyDesk.
- **File types** – Electronic copies of assignments may be submitted in various file formats which are defined in EASE for each course. Check to ensure that your assignment complies with the requirements.
- **Originality Report from Turnitin** – Assignment 2 and Assignment 3 must be accompanied by an Originality Report from Turnitin. Students will have to download the report as per the instructions below.

## Originality Report from Turnitin for assignments 2 and 3

The brief instructions below should be sufficient to check your assignment and download an originality report. However, if you have problems more detailed information is available from Turnitin at [http://www.turnitin.com/en\\_us/support/help-center/general-articles](http://www.turnitin.com/en_us/support/help-center/general-articles).

**Briefly, the steps to obtain an Originality Report from Turnitin comprise the following:**

1. Create a separate Turnitin version of your assignment with a new file name. Follow the instructions below.
2. If you have not previously done so, register with Turnitin at [www.turnitin.com](http://www.turnitin.com) using an email address of your own choosing and a password of your own choosing. You do not have to use your USQ UConnect username and password.
3. Log in and access the course using the **class ID** and **password** provided below.
4. Submit your assignment and exit Turnitin for a least 30 minutes.
5. Log into Turnitin again after this period, and then download the **Originality Report**. The Originality Report will be in HTML or PDF format and will contain a percentage score for material that is common with other sources. **You cannot resubmit to Turnitin to try to revise the score.**
6. Submit your Originality Report through EASE when you lodge your assignment.

### Information on how to create a separate Turnitin version of your assignment

Turnitin will compare your assignment to all other assignments submitted to Turnitin from USQ and all other universities. It will also compare it with information publicly available and with other documents contained within Turnitin. Turnitin creates a report showing the level of material that is **NOT** ‘original’ and this is indicated on a scale of zero to 100%. **The lower the percentage the better.**

**IMPORTANT NOTE:** To minimise the extent of material that shows as not being your original work, **create a separate assignment file for Turnitin** and amend it as follows:

- If you have previously attached the USQ electronic mark sheet, remove it so it does not show as common material.
- Delete any other mark sheet or cover sheet so the text starts at ‘Executive Summary’.
- Add your name and Student number to the top of the document for identification.
- Delete all appendices – the text should now finish at the end of the List of References.

You are now ready to submit the assignment file to Turnitin.

### **To register as new student or to log in**

- Go to <<http://www.turnitin.com>>.
- If you are not an existing user, select ‘New User’ and follow instructions to register.
- Simply enter an email address of your choosing and create a password (you do not have to use the USQ UConnect username and password).
- Register using your enrolled student name – do not use an alias.

Once you are registered you can simply enter that email address and password to log in to the Turnitin website at any time.

### **To access the course – Class ID and Password**

- Click on ‘Enroll in a class’
- Insert class ID – 6448963
- Insert class password – mgt8022
- You may be asked for your name if you have not provided this before – please use your name that you use in normal USQ communications. Do not use aliases.

### **To submit assignment 2 or 3**

- Click on ‘Submit’ icon for required assignment (2 or 3). A Turnitin report is not required for assignment 1.
- Select ‘Single file upload’.
- Insert your first name as per USQ student records (if not automatically inserted).
- Insert your last (family) name as per USQ student records (if not automatically inserted).
- Insert submission title (e.g. A2, assign 2 or similar to identify assignment).
- Make sure your file complies with the ‘requirements for single file upload’ listed by Turnitin on this page.
- Browse to locate the assignment file on your computer (select the file that has been adapted for submission to Turnitin with no mark sheet and no appendices).
- Click on ‘Upload’.
- Wait for file to upload (indicated by progress bar).
- Preview submission in window to ensure that file has loaded properly.
- Click on ‘Submit’.
- Wait for file to upload.

- Go back to Portfolio.
- Ensure that file shows as submitted (file title and date of submission are displayed) (if this has not happened, you may have to go back and repeat the submission process).
- Log out.
- You will receive an email from Turnitin to confirm submission.

### To access your Originality Report and interpretation of report

- Return to Turnitin at a later time to check originality report (wait for at least 30 minutes) <<http://www.turnitin.com>>.
- Under the tab 'My Classes', click on the required class code from the list under 'enter a class'.
- Details of your submissions will show up.
- If the assignment has been checked, a percentage will be shown in a box under 'Originality'.
- Click on the number that shows the percentage of material that comes from other sources (e.g. 12%).
- Read the Originality Report which identifies any material from external sources and the level of material from that source (it is colour coded and easy to read).
- There is no fixed percentage that represents 'plagiarism'.
- Do not worry about material that you have 'quoted' in the assignment or material that is clearly indicated as coming from a source where a citation has been provided.
- A document might legitimately contain material that has been quoted or cited and a higher percentage might be acceptable.
- If the percentage is above 10%, examine your assignment to ensure that materials are properly cited, or if there is material that can be stated in your words rather than the words of others. It is not possible to resubmit your assignment again to obtain additional reports.
- You can explore this report and the sources that have been indicated.
- Save a copy of the report to your computer by clicking on the 'Download' arrow in the top RH corner and select 'OK'.
- Select Save and choose a folder to which the file can be saved (this should be an HTML file).
- If the report is generated as a PDF, it will be of a large size. Select 'Text only report' where indicated on the web page, and try to download the HTML version to reduce file size.
- Go to <<http://www.plagiarism.org/>> to read about plagiarism and how to avoid being accused of it.
- **You are not able to resubmit your assignment to Turnitin for further checking. You are only allowed one submission per assignment.**

### **Submission of Originality report through EASE with assignment 2 and 3**

- When you submit your assignments 2 and 3 for marking through EASE, submit the Turnitin Report as well.
- You may submit it as a separate file, or you may prefer to ‘zip’ the assignment files and the HTML Turnitin file into a single folder to simplify submission.

### **Support**

- If you have problems with submission of your assignment for checking or with downloading an originality report, there is a link to the Turnitin HelpDesk at the bottom of the Turnitin web pages. You can seek assistance there. Simply follow the instructions.
- If Turnitin is unable to assist, you can contact USQ for support through UConnect.

## **Assignment guidelines for assignments 2 and 3**

### **General**

- The word count is indicative. Past experience indicates that it is difficult to discuss the issues in less than the nominated word count but try to stay close to the word count if possible. Marks are gained for conciseness and marks are lost for unnecessary material.
- A high standard of presentation is expected at postgraduate level. There is no excuse for poor spelling, bad grammar, nor lack of formatting. Use one and a half line spacing with 12-point font, and pages must be numbered.
- Do not use ‘I, we, you, our’ etc. Reports and assignments should not be written in the ‘first person’.

### **Executive summary (required only for assignment 3)**

- An Executive summary must be provided for assignment 3 case study (before the Contents page). It provides a reader with a summary of why the report (assignment) was prepared, what it covers, and a summation of the conclusions, and/or recommendations.
- It should be about 10% of the assignment length, single line spacing, and is excluded from formal word counts.
- It is not an introduction, but should function as a totally self-contained removable document for readers who will read no more of the report.
- It should contain all pertinent information including conclusions and recommendations in a concise summary, but should not contain any theory.

### **Table of contents and numbering (required only for assignment 3)**

- A comprehensive table of contents is required for assignment 3, with section numbers, section headings, and page numbers as per the assignment requirements. It will include the List of references, a List of appendices, a List of figures, and a List of tables, all with page numbers indicated. All sections and pages should be fully **numbered**. At this level of study, you should be able to use the automated table of contents function in MS Word to create a professional report.

## Introduction

- An Introduction should be provided at the beginning to summarise the structure of the following sections of the report/assignment.
- The introduction does not contain theory, nor does it contain any conclusions nor recommendations.
- Do not assume that the reader has read any Executive Summary if one is provided, as it is a totally separate document. Include any relevant information in the Introduction.

## Body of assignment

- This is an academic assignment, so it is essential that your statements be justified by relevant academic theory. For example, don't just use terms like 'stakeholder' – explain why you selected those terms, and the academic theory to justify their use.
- A major failing of students is to simply 'describe' the processes that have happened. At postgraduate level, you are expected to be able to apply recognised theory to situations, and form opinions. You will often find conflicting opinions from so-called 'experts'. You should be developing analytical and communication skills.
- Students coming from other universities, and especially overseas students, find this need for 'analysis' the most difficult transition to make to Australian university study. You are expected to use your judgement to analyse problems, make value judgements as to whether it is good or bad (or both), use existing academic theory from a range of sources to justify your position, and to argue whether something is valid or not. In the study of management, there are no right nor wrong answers, only lots of opinions, many of which change over a period of time. Show that you can act as managers, and communicate your opinions.
- Watch the video at [http://www.usq.edu.au/users/whitty/assignment\\_structure/index.htm](http://www.usq.edu.au/users/whitty/assignment_structure/index.htm) to get a better understanding of 'critical analysis'.
- Major sections of assignment 3 should start on a **new page**. You will be surprised just how much more readable it makes your assignment / report.

## Referencing

- Referencing is NOT just inserting a list of publications at the end of the report and this is not acceptable.
- Referencing is NOT just inserting a citation at the end of each paragraph and this is not acceptable.
- At postgraduate level, you are expected to cite at least **10 to 15 different sources** of reference material, and to make multiple references to such material. This is where e-Books and e-Journals are valuable – they are accessed through the Library website.
- References must be cited using Harvard AGPS system (which is author/date). Please do not use footnotes, etc. Read your *Communication skills handbook* for information on how to cite reference materials. This is where Endnote bibliographic software will be of value. You can download it for free from the Library website.
- Please refer to the USQ Library web site for referencing guidelines in the Harvard AGPS style. Go to <http://www.usq.edu.au/library/help/referencing/harvard.htm>. Click on the Harvard AGPS link under 'Reference it...' This provides details on the referencing of

print and electronic publications. There are exercises provided to give you practice in using the Harvard AGPS referencing system. Marks will be deducted for failure to use the Harvard AGPS style.

- In the Harvard AGPS references must be listed **alphabetically by author** in a single List of References at the end of each assignment. Do not put multiple lists of references at the end of each section or part.
- The required referencing style is **Harvard AGPS** and the recommended version is AGPS 6. Endnote users may download this style from the [USQ Library](#) website. If you have problems, contact the Library staff for assistance.

### Figures and tables

- There are many instances where diagrams and tables would assist in the communication of information, and the reduction of word length. For example, if a stakeholder analysis were required, it would be much more clearly understood if presented in a table.
- Figures and tables must be numbered in some logical way, so they can be listed on the Contents page, and referred to in the text. A recommendation is that you call it Figure/Table X.1, X.2 etc. where 'X' represents the section number. Consecutive numbering through the whole document (rather than by section) can mean lots of renumbering if there are changes.
- Tables should not run over onto following pages. Start them on a new page to avoid this. If they are multi-page tables, then think about making them into an appendix. Use a smaller font (10 point) and single line spacing to reduce the size of tables.

### Appendices

- Where required, larger amounts of relevant material (such as sample documents or supporting material) should be put at the end of the assignment in an Appendix after the List of References. Smaller charts or summaries could be located in the text, but anything over a page becomes a distraction.
- Where included, appendices should be numbered sequentially (Appendix 1, Appendix 2, etc.). Unnecessary and irrelevant information should not be attached. Size of assignments has no bearing on marks achieved.

### Comment

- Some students choose part of a project or organisation that is extremely simple in its structure, and has few issues to discuss. Those of you who choose a more complex organisation are given credit for the 'degree of difficulty'.
- Make sure you answer all parts of the questions. Use the mark sheet as a checklist to ensure you have addressed all sections.



## Assignment preparation

Refer to the **assignment guidelines** provided as the requirements are quite specific and failure to conform to the guidelines may result in loss of marks.

Guidelines for preparation of assignments are provided on the Study Desk for the course. These are in the form of short videos which explain how to carry out critical analysis of your selected project in relation to the topics for each assignment. You are strongly advised to watch these videos multiple times during the semester to ensure you have an understanding of the expectations of the course examiner.

There is no examination for this course, so a higher standard of assignment work is expected in this course than for courses with examination requirements.

## Selection of suitable project

You should identify a project or projects suitable for carrying out assignments 2 and 3. You may have to read ahead to understand the requirements of those assignments. The project/s should be from your workplace, personal experience, or from some source where you can obtain appropriate and sufficient information. Although it is recommended that you use the same project for assignments 2 and 3, it is acceptable to use different projects for the respective assignments. Your project should be complex enough so that you are able to examine the issues related to the issues covered by these assignments. Read the assignment requirements immediately so that you understand what you will need.

**Read the requirements of assignment 3 carefully and make sure that you select a project for which a Project Management Plan (PMP) is available (or one for which you are prepared to develop a PMP).**

For the purposes of these assignments, a ‘project’ is any significant endeavour undertaken by an organisation. It may be internal or external, but should be of sufficient size or complexity to warrant detailed analysis. For example, it could be:

- an organisational restructure or company merger
- development of a capital asset (building, structure, etc.)
- development of intellectual property (software, website)
- development of some capability (Defence projects, information system)
- organisation of a conference or large event, or
- marketing/development of a new product range.

## Software requirements for assignments

Identify any software requirements you might require to complete assignments. Obtain this software in sufficient time to become familiar with it before attempting the assignments. As a USQ student, you are entitled to purchase ‘academic’ versions of software through authorised retailers (including the USQ Bookshop) at reduced prices, whether you live in Australia or overseas.

Students of MGT8022 and MGT8025 will be provided access to Microsoft Project at no charge for the duration of the course. Instructions will be provided to obtain the electronic ‘key’ required to load the software. Information will be available on the StudyDesk.

There is no requirement to use this software. It is provided to allow students to become familiar with industry-based project management software and to use it where it is of assistance.

### Permission to use project data

If your project proposal is from your workplace and contains sensitive information, it may be in your interests to obtain permission in writing from a senior person in your organisation to base your assignment on the identified proposal, and that you have permission to obtain and analyse relevant data. There is no requirement to submit the letter of permission with your assignment, but you may do so if you wish. Assignments are returned to students, and confidentiality of sensitive information is respected by USQ staff.

## Assignment 1

Description	Marks out of	Wtg(%)	Due date	Word count
Assignment 1 (multiple choice questionnaire)	100  (In 2013, this is formative assessment only and no marks are awarded. Students are encouraged to complete the quiz to gain feedback on their understanding of the materials.)	0%	4 December 2013	Not applicable

Assignment 1 is a short online questionnaire. Although no marks are allocated, students are encouraged to complete the activity to ensure they understand the nature of the studies.

**To complete assignment 1, go to the StudyDesk** and follow the instructions to complete the online quiz.

## Assignment 2

Description	Marks out of	Wtg(%)	Due date	Word count
Assignment 2 (Essay)	100	30	23 December 2013	2000 approx.

### TOPIC: Critical analysis of a project business case

#### Reminder:

- Assignments should be attached to the specific electronic mark sheet for this assignment.
- All assignments are to be submitted through EASE (Electronic assignment submission environment).
- Check the file types and maximum file sizes that can be submitted through the EASE website.
- Assignment 2 submissions that do not include an Originality Report generated by Turnitin will not be marked (refer previous instructions).

#### Word length

Assignment 2 should be 2500 words approximately, exclusive of tables, figures, appendices, etc.

#### Software requirement to complete assignment

There are no specific software requirements for this assignment, apart from word processing. You may wish to use software to create diagrams where they are of value.

#### Assignment requirements

Refer to the Assignment Guidelines for assistance in completing this assignment. Remember to integrate academic theory into your assignment to support your arguments and proposals.

Guidelines for preparation of assignments are provided on the StudyDesk for the course. These are in the form of short videos which explain how to carry out critical analysis of your selected project in relation to the topics for each assignment. You are strongly advised to watch these videos multiple times during the semester to ensure you have an understanding of the expectations of the course examiner.

#### Provide the following:

**Assignment 2 mark sheet:** Download the MGT8022 electronic submission mark sheet from the StudyDesk Course Content under Assessment. Electronic assignments should follow the correct file-naming guidelines and use the electronic submission mark sheet.

**Title page:** Ensure that your essay includes a normal cover sheet or title page that would be expected of a professional document to provide details of essay title, author, date, student

number, etc. (this is in addition to the electronic mark sheet discussed above). This assignment is a professional academic paper so should be presented as one.

(**Note:** No executive summary is required for this assignment as it is essay style).

(**Note:** No table of contents is required as it is essay style).

### Critical analysis of a project business case chosen by you (around 2000 words)

Consider the following statement:

It has been suggested that a project business case provides '***justification** for undertaking a project, in terms of **evaluating** the benefit, cost and risk of alternative options and the rationale for the preferred solution. Its purpose is to obtain management **commitment** and **approval** for investment in the project. The business case is owned by the (project) sponsor*'.

(Source: Association for Project Management 2006, *Body of Knowledge*, 5th edn, APM, UK, p. 129)

(Note: bolding has been added.)

Write a critical analysis of the chosen project business case in the form of an essay about the issues that you think are important **in the context of the business case for your chosen project**. Your responses will differ depending on whether your project is completed, is underway or is yet to start.



#### Important note

*THIS IS A CRITICAL ANALYSIS OF THE PROJECT BUSINESS CASE AND NOT OF THE PROJECT ITSELF.*

Refer to your *Communication skills handbook* to understand how to structure and write an essay. It is expected that you would provide an introduction, the body of your essay, a conclusion and recommendations, and a list of references. You may use headings for sections if you wish.

This assignment is deliberately open-ended to give you an opportunity to do some research about project-related business cases in the context of project management. There are no right or wrong answers. This assignment will allow you to explore the text books, journal articles and other sources on the importance or otherwise of business cases in project management. There is not a lot of information about this topic so it will require you to access the e-Books and e-Journals in the USQ Library website and develop some research skills. See <http://library.usq.edu.au/>.

- As part of your analysis, ensure that you make reference to the relevant theory (or theories) covered in the study materials, text, selected readings and other relevant sources. Make sure you use figures and tables to clearly and concisely illustrate and support your analysis where this is appropriate.

**List of references – (using the Harvard AGPS system):** Provide a complete list of references providing full details of all citations used in the body of the essay. For a postgraduate assignment, if you have done sufficient research, there should be at least 15 references, many of which will be cited more than once. Remember to use the e-Journals and e-Books available from the Library website to research the literature on the topic (especially

Books 24×7 and eBrary). Contact the Library staff if you need assistance to find these databases.

**Appendices:** If you have any appendices, they should be attached to the essay after the list of references. They should be numbered sequentially, e.g. Appendix 1, Appendix 2, etc.

**Turnitin Originality Report:** Remember to submit a shortened version of your assignment (without the mark sheet and appendices) to Turnitin for checking and to submit a copy of the Turnitin Originality Report with your assignment through EASE. See ‘Course assessment’ above for more detailed instructions.

## Marking criteria for assignment 2

Marking criteria is included in the electronic mark sheet. Use only the MGT8022 mark sheet provided for assignment 2 for this course.

## Assignment 3

Description	Marks out of	Wtg(%)	Due date	Word count
Assignment 3 (Case study report )	100	70	7 February 2014	3000–4000 approx.

### TOPIC: Critical analysis of a Project Management Plan (PMP)

#### Reminder:

- Assignments should be attached to the specific MGT8022 electronic mark sheet for this assignment.
- All assignments are to be submitted through EASE (Electronic assignment submission environment).
- Check the file types and maximum file sizes that can be submitted through the EASE website.
- Assignment 3 submissions that do not include an Originality Report generated by Turnitin will not be marked (refer previous instructions).

#### Word length

3000–4000 words approximately, exclusive of the executive summary, tables, figures, appendices, etc. and excluding all appendices.

#### Software requirement to complete assignment

Software requirements for this assignment will include word processing. If you need to produce a project schedule, a copy of MS Project is supplied with the study materials. See previous instructions.

#### Assignment structure

Refer to the Assignment Guidelines for assistance in completing this assignment. Remember to integrate academic theory into your assignment to support your arguments and proposals. Guidelines for preparation of assignments are provided on the StudyDesk for the course. These are in the form of short videos which explain how to carry out critical analysis of your selected project in relation to the topics for each assignment. You are strongly advised to watch these videos multiple times during the semester to ensure you have an understanding of the expectations of the course examiner.

To carry out this assignment, it will be necessary for you to read other texts and journal articles on PM Plans to gain an understanding of their role. It is recommended that you use the e-Books and electronic journals available from the USQ Library website.

By now, you should have chosen a project for which a project management plan (PMP) (sometimes described as a Project Plan or a Project Implementation Plan) is available. The PMP is a document that should adequately define what is to be done, who is to do it, when

they are to do it, etc. If you are working on a very large project, use one of its sub-projects for your assignment. If the project is too large, it may increase your workload significantly and it is not recommended. Your PMP may be a single document or it may be a compilation of several documents prepared for the project. The PMP might be a plan that you produce yourself for this assignment, or it might be a plan that you import from your workplace, or from an external source. Note carefully that a project schedule or a Gantt chart by itself is NOT a PMP.

Your submission should have **TWO PARTS**.

- The **first part** is the body of the assignment and is a ‘critical analysis’ of your chosen PMP. It will contain a description of the project and a critical analysis of the structure and content of the PMP, fully supported by reference to relevant project management theory. It is not a critical analysis of the project itself, nor how it was managed. The focus should be on the PMP. Read the study materials and a wide range of other reference materials (including the *PMBOK® Guide* and the set text) to be clear on the purpose and content of a PMP as this topic is not widely covered in the literature. You will have to research relevant literature to complete this assignment, using the e-Books in the USQ Library.
- The **second part** is Appendix 1 which should be the ‘Project Management Plan’ (sometimes described as a Project Plan) for your chosen project. The PMP might be a plan that you produce yourself for this assignment, or it might be a plan that you import from your workplace, or from an external source. **You must state clearly the source of the plan.** NOTE: **no marks are allocated for the actual PMP** as it may not be original work in many instances. Any other attachments would become Appendix 2, 3, etc.

If you produce your own project management plan, it is strongly recommended that you use project management software for development of the project schedule and network. You may also use it to develop the project budget, but a spreadsheet can be equally useful. It is essential that you become familiar with the software at the earliest opportunity as it can be time-consuming to learn how to use it effectively. The course leader is not available to provide guidance on the use of the software, although other students may help through exchanges on the Discussion Board.

## Assignment requirements

Refer to the Assignment Guidelines for assistance in completing this assignment. Remember to integrate academic theory into your assignment to support your arguments and proposals.

### Provide the following:

**Assignment 3 mark sheet:** Download the MGT8022 electronic submission mark sheet from the StudyDesk (or CD-ROM if provided). Electronic assignments should follow the correct file-naming guidelines.

**Title page:** Ensure that your document includes a normal report cover sheet or title page that would be expected of a professional document to provide details of report title, author, date, student number, etc. (this is in addition to the electronic mark sheet discussed above). This assignment is a professional academic paper so should be presented as one.



## PART 1: CRITICAL ANALYSIS OF THE PROJECT MANAGEMENT PLAN

**Executive Summary** (200–250 words but this does not form part of the assignment word count). The executive summary comes before the table of contents. Read the guidelines and provide a formal Executive Summary with details of why the report was prepared, how it is structured, and what the important findings, conclusions and recommendations are. The Executive Summary relates to the analysis only. (SUGGESTION: this should be written last after you have finished the report.)

**Table of contents:** This should be a full listing with respective page numbers of executive summary, introduction, main sections, references, individual appendices, and full listing of all figures and tables.

1. **Introduction (250 words):** Briefly state why your report has been prepared, what project is being analysed, and how the report is structured. (Note – this may be similar to the introduction in assignment 2 if you have used the same project, but this is a new report, and you need to provide the information your reader needs to understand the report. You can use the same information in both assignments. There is no need to reference assignment 2 if you are using your original work.)
2. **Project background (250 words):** Your project description should describe the project and its context – what organisation is the project owner/sponsor, what this organisation does, why the project is being done, where it is located, etc. The description should contain enough detail for the reader to understand the reason behind each of the components of the plan – why it is included and its content and format.
3. **Audience and structure of the Project Management Plan (1000–1500 words approximately)**
  - 3.1 Provide a critical analysis of who is intended to be the main audience of the PM plan? What do they need to know? How will they use the plan? What information needs to be provided?
  - 3.2 What alternatives exist for the structure of a PM plan (examine and compare a range of theories and opinions here)? How should that information be provided? In what sequence? What does the theory say?
4. **Contents of the Project Management Plan (1000–1500 words approximately)**

Provide a critical analysis of the major sections of the plan and provide some theoretical framework for what is included in each section (e.g. Why has a project schedule been included, is it a meaningful document, was it prepared by the right people, does it contain the right information, etc.?) This explanation will be drawn from the study modules, text book, selected readings, and other sources. This discussion will probably cover most, if not all, knowledge areas covered under the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (PMI 2012) in one form or another. It does not have to be under those headings but should clearly indicate that it covers all recognised areas covered by the various Project Management Bodies of Knowledge.
5. **Conclusions (250 words):** Summarise your findings from the analysis of your project management plan. What did you find out about the project plan? Does it conform to the recognised theory? What aspects are important and are of significance to project outcomes? What are its strengths and its weaknesses? (Focus here on the project plan and not on the theory).
6. **Recommendations (250 words):** What are your recommendations flowing from this analysis with regard to your chosen PMP? What changes should be made to your PMP

for this project (or similar future projects)? Address the shortcomings identified in the conclusions. Again, focus on recommendations related to your PMP and not on the project itself.

**List of references:** Provide a complete list of references providing full details of all citations used in the body of the assignment.

**Appendices:** The PMP you have analysed will be attached as Appendix 1 (see below). Attach any additional appendices that relate specifically to the analysis following appendix 1. They should be numbered sequentially in the order in which they appear (Appendix 2, etc.).

## **PART 2: APPENDIX 1 – THE PROJECT MANAGEMENT PLAN**

Appendix 1 should ideally be an actual project management plan for your chosen project and would be the sort of document that would be handed to a client/manager to illustrate how it is intended to manage the project through to completion. A project plan is often used to gain sponsor/client commitment, and should contain sufficient information to allow such a decision to be made with confidence. Make sure you understand what a project management plan is before you select a document for analysis.

It might be a document that you create yourself for this assignment or it might be an existing plan from your place of work or from another source if you don't have access to one from your workplace. Either way, **the source should be clearly indicated.**

Appendices in addition to the PM plan may be attached to the report. If so, they should be numbered sequentially, e.g. Appendix 2, Appendix 3, etc.

### **Turnitin Originality Report**

Remember to submit a shortened version of your assignment (remove the mark sheet and all appendices) to Turnitin for checking and to submit a copy of the Turnitin Originality Report with your assignment through EASE. See above for more detailed instructions.

## **Marking criteria for assignment 3**

**NOTE: No marks are allocated for appendix 1 of the assignment (the PMP to be analysed).**

Marking criteria are included in the electronic mark sheet. Use only the mark sheet provided for assignment 3 for this course.